

Management

METHODS

DUPLICATE

JULY 1959

UNIVERSITY LIBRARY INFORMATION
SYSTEMS PROJECT

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS

UNIVERSITY OF ILLINOIS
RESEARCH BOARD GRANT



Democrat Paul Butler and Republican Thruston Morton

FROM TWO PROS AND FIVE BUSINESSMEN ON

to practice practical politics

18
TELEPHONE
SHORTCUTS
TO SALES

Will work mu-sic
re-ally cut your
la-bor costs?

Things to do { WHEN YOU
MOVE
PEOPLE

SEE COMPLETE
CONTENTS ON
PAGE 3

NCR

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Paper

TRADE MARK
REG. U.S. PAT. OFF.

MORTON SALT COMPANY

"Leading producer of salt products
for home, farm and industry"

WEEKLY EXPENSE REPORT

NAME: **GEORGE BROWNE**
STREET: **1234 MAIN ST.**
CITY: **ANYTOWN**

DATE: **7-25-59** WEEK ENDING: **7-25-59**

DATE	TO	AMOUNT	DATE	TO	AMOUNT
3	2	18	31	7-25-59	82.35

STATE: **U.S.A.**

DATE	TO	AMOUNT	DATE	TO	AMOUNT
3	2	18	31	7-25-59	82.35

WEEKLY MOTOR REPORT

NAME: **GEORGE BROWNE**
STREET: **1234 MAIN ST.**
CITY: **ANYTOWN**

DATE: **7-25-59** WEEK ENDING: **7-25-59**

DATE	TO	AMOUNT	DATE	TO	AMOUNT
3	2	18	31	7-25-59	82.35

"NCR PAPER saves us its annual cost... several times each year."

—MORTON SALT COMPANY, Chicago, Ill.

"Some years ago we made a study of our sales reporting forms and procedures because of an ever-increasing number of complaints from our field representatives regarding the sales 'paper work' problem. As a result, we were able to eliminate several reports and combine all sales reports used during a normal week's work into a single weekly report book, by utilizing NCR Paper.

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"We feel that the time saved and other advantages of NCR Paper have returned its annual cost several times each year."

G. W. Carrington

G. W. Carrington, Director of Marketing
MORTON SALT COMPANY

It's the cost-in-use rather than the purchase price that determines the true cost of your multiple-copy forms. Invest in NCR Paper forms and get dividends through time saved and increased record-keeping efficiency for your business.



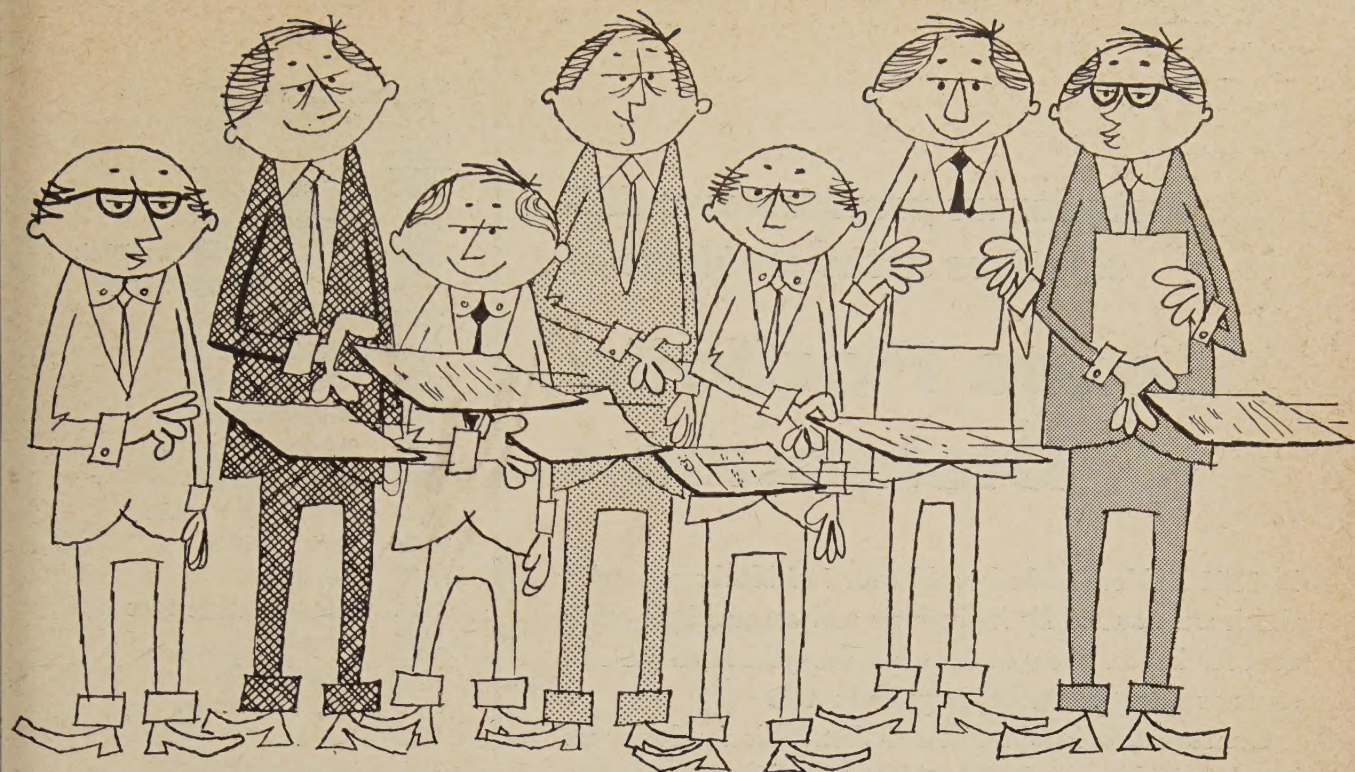
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37,000	Beneficial Finance Co.
10,000	Bethlehem Steel Corp.
5,000	Boeing Airplane Co.
130,000	Chrysler Corp.
10,000	Commercial Credit Co.
15,000	Container Corp. of America
100,000	Douglas Aircraft Co.
108,925	Duffy-Mott Co.
11,200	Federated Department Stores
74,925	Florida Steel Corp.
33,000	General Time Co.
20,000	Gustin-Bacon Mfg. Co.
10,000	Hertz Corp.
25,000	Interstate Power Co.
6,000	Kern County Land Co.
30,000	Koppers Co.
10,500	Louisville Gas & Electric Co.
5,000	Northern Natural Gas Co.
5,000	Panhandle Eastern Pipe Line Co.
30,000	Pittsburgh Plate Glass Co.
10,000	Plough, Inc.
16,400	Republic Steel Corp.
5,000	Richfield Oil Corp.
100,000	William H. Rorer, Inc.
9,000	Sears, Roebuck & Co.
106,150	Socony Mobil Oil Co., Inc.
10,000	Standard Oil Co. of California
177,235	Standard Packaging Corp.
150,000	Standard Pressed Steel Co.
50,000	Suburban Gas Service
11,400	Union Carbide Corp.
15,000	Union Electric Co.
10,000	United Gas Improvement Co.
5,000	United Shoe Machinery Corp.
3,500	Vick Chemical Co.

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JULY 1959

Management

METHODS

Volume 16

Number 4

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Can you trust your mailing scale?

Ever realize that your mail scale sometimes can't be trusted? Fact! If it overweighs on as few as 8 letters a day, you could lose nearly \$100 a year. And if it underweighs, the mail you send out arrives "Postage Due"—the recipients pay your postage for you. This hurts your company reputation and creates customer ill will.

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Stamford, Conn.

Send free booklet ☐ rate chart ☐

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Management

METHODS

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Number 4

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CHANGE OF ADDRESS: To insure continuous service, send your new address (and moving date) 45 days before moving.

Include old address as it appeared on previous issues (if possible send label from magazine). Do not depend on the post office to forward either the change of address or your magazine.

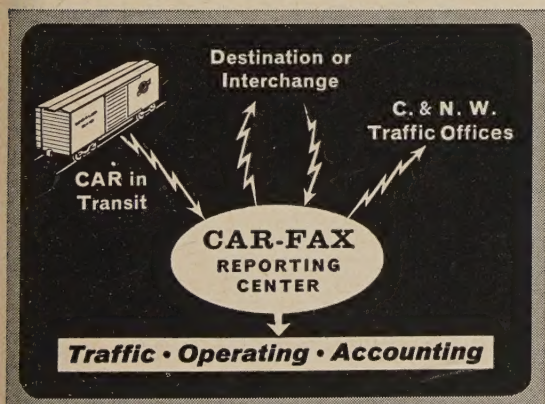
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Through a miracle of electronics...

YOU RIDE WITH YOUR SHIPMENT!



As indicated in the diagram above, Car-Fax Reporting Center receives constant information on the movement of every carload of freight moving over C&NW lines. This information is relayed to its destination or interchange and also to our traffic offices throughout the country. Up-to-the-minute location of any car is available by simply calling the C&NW traffic office nearest you.

Car-Fax, North Western's new and exclusive electronic car locating system, reports carload shipment progress as fast and as accurately as if you, yourself, were riding in the locomotive cab.

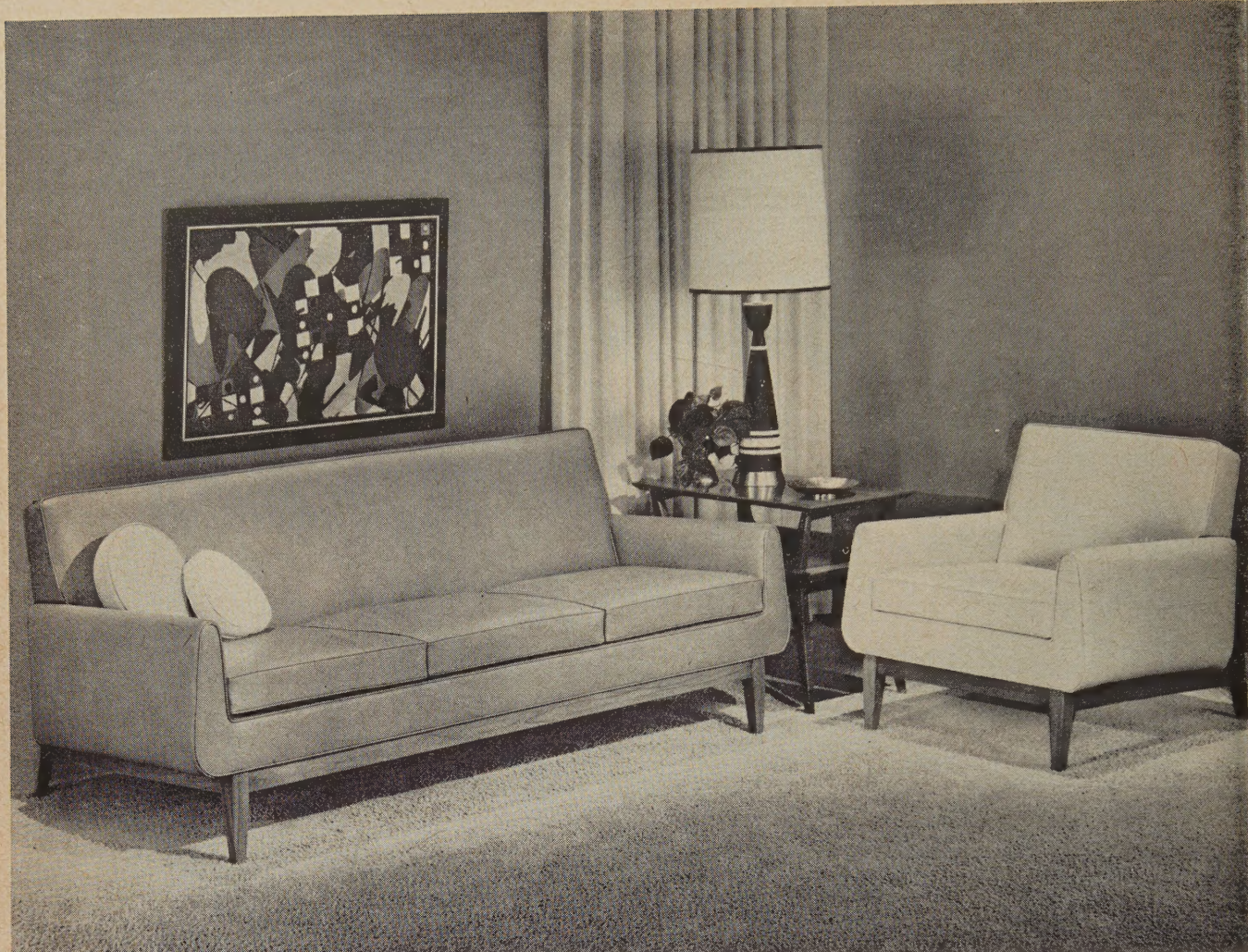
It works this way: Whenever a car passes check points or enters or leaves the North Western System, IBM machinery speeds into action, detailing the move. If it is delayed, Car-Fax notes that, too. Almost instantaneously, car-coded information is processed and transmitted to all traffic offices concerned.

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CHICAGO AND NORTH WESTERN RAILWAY

(Circle number 105 for more information)



Executive office furniture by **Davis Upholstery Company**, High Point, North Carolina

YOU WORK IN STYLE AND COMFORT WITH **U.S. NAUGAHYDE®** and **U.S. KOYLON® FOAM**

FINEST IN VINYL UPHOLSTERY

FINEST IN CUSHIONING

Work seems to go twice as fast—with half the effort—when your office is bright, colorful and comfortable. Experience has proved that one of the best ways to achieve this is to insist on furniture upholstered with the luxury of famous U. S. Naugahyde and cushioned with the matchless comfort of U. S. Koylon Foam. Both Elastic* Naugahyde and the new self-ventilating Nauga-weave are not only handsomely designed and styled, but are completely practical and efficient. They outwear conventional upholstery materials and need the absolute minimum of maintenance. Both available in a wide range of patterns, textures and colors to meet the needs of any office décor.

*Patent applied for

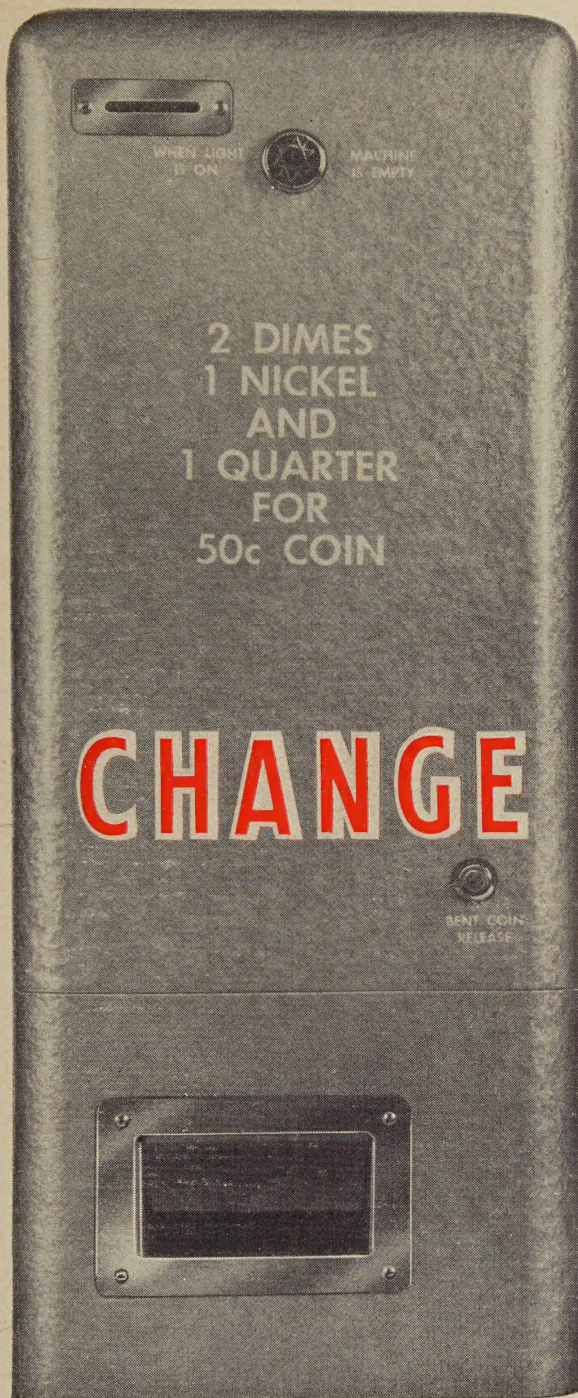


United States Rubber

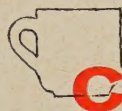
COATED FABRICS AND KOYLON SEATING DEPT., MISHAWAKA, INDIANA

IN CANADA: DOMINION RUBBER COMPANY, LTD.

(Circle number 144 for more information)



**reduce
coffee
break
time
up to
20%**



Convenient, low-cost coin changers can cut from 3 to 6 minutes a day per employee off that high-cost coffee break time.

Coin changers can also be used to speed movement through automatic cafeterias.

Sturdily built of heavy gauge steel, easy to mount and holding up to 1,000 coins,

STANDARD CHANGE-MAKERS come in 24 different models, manual and electric,

dispensing various combinations of coins.

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World's largest manufacturer of separate 5¢, 10¢, 25¢ and 50¢ coin changers. District offices in 17 major cities throughout the United States.



(Circle number 132 for more information)

YOURS FOR THE ASKING

These booklets—promotional and otherwise—contain ideas of possible profit to you. Each item listed will be sent to you without cost.

FOR FREE COPIES, USE READER SERVICE CARD OR WRITE DIRECT

How to run a suggestion system

An authoritative study on how to plan and conduct a suggestion program has been prepared by the National Association of Suggestion Systems.

The 24-page booklet represents the pooled experiences of over 1,100 members of the NASS. Since to be practicable and resultful, a suggestion system must be tailored to specific needs, the piece discusses the various vital features which should be studied before a new plan is installed.

Sections cover everything from objectives and benefits to awards and what to do about rejected suggestions.

For this definitive guide to successful suggestion systems, circle number 259 on the Reader Service Card.

About selling by mail

Ingredients for successful mail advertising to consumers are discussed in a new eight-page booklet by Laurence G. Chait & Co., Inc.

The piece also includes pointers on list selection and list building.

For your free copy of "How to Advertise and Sell to the Consumer Market by Mail," circle number 260 on the Reader Service Card.

Report on computer uses

Systems and Procedures Association has prepared a study on applications of electronic data processing equipment. It treats both accepted and rejected uses—successful and unsuccessful applications.

The treatise, composed mainly of statistical tables, is based on the results of a survey of SPA members. The report contributes specific results

of actual use of computers in various companies. It indicates the size and type of firms reporting, equipment used and resultant savings by industry and by number of employees.

Reasons for rejecting use of computers for specific applications are given as well as the stage at which they were discontinued—during study, after study, in debugging stage or after starting service.

For your free copy of the 12-page "Computer Use Report," write to the Systems and Procedure Association, 4463 Penobscot Building, Detroit 26.

How to plan for profit

Aimed at medium and small sized companies, a new 12-page booklet is a step-by-step guide to long range planning for profit.

Published by Caruso, Malis & Worn, Inc., a firm of marketing consultants, the booklet analyzes problems, opportunities and tactics for business betterment.

For your free copy of "How to Plan for Profit," circle number 261 on the Reader Service Card.

Virginia's largest market

This detailed 65-page brochure prepared by the *Virginian-Pilot* and the *Ledger Star*, offers a wealth of information on the Norfolk-Portsmouth area of Virginia. Complete with maps, charts, tables, graphs and pictures, the booklet answers questions about almost every phase of business, industrial and agricultural activity in the district. In addition there is data on population and housing characteristics, the educational system, and health and recreational facilities. Statistics on retail and wholesale sales, labor force size, and port activity are included, as well as information on

the role that the Navy plays in the economy of the area.

For your free copy of this valuable market data brochure, circle number 262 on the Reader Service Card.

Personnel problems periodical

Industrial Psychology, Inc. publishes a quarterly newsletter on personnel problems. It is offered free to any interested executives.

Topics discussed are timely, concise and informative. For instance, a recent issue subjects included today's personnel economy, predicting worker's personality, union moves in 1959, what's new in personnel literature and a special report on personnel inventory audit.

To receive this four-page quarterly regularly without charge, write to Industrial Psychology, Inc., Box 6157, Tucson 6, Arizona.

About radiation monitoring

Comprehensive new data on the characteristics and usage of films to monitor radiation has been published by Eastman Kodak Co.

The 24-page booklet outlines the photographic method of obtaining accurate and permanent records of the radiation dosage incurred by individuals and by specific areas.

It outlines four types of films used in badges as radiation monitors. One group records X-, gamma- and beta rays; the other neutrons. The technical data presented is made easy to understand with drawings and graphs.

An extensive bibliography of other pamphlets and books on radiation is also included.

For your free copy of "Radiation Monitoring," circle number 258 on the Reader Service Card.

thanks to
XEROGRAPHY...



Robert Harding, right, assistant chief engineer of Arma division, American Bosch Arma Corporation, points out to Frank McShane, cost-improvement expert, the high quality and contrast of an 11" x 17" stock print reduced from an original 22" x 34" drawing. The print is a sample of many run off on an offset duplicator from an inexpensive offset paper master prepared xerographically by XeroX Model 1218 copying equipment.

ARMA SAVES \$82,000 YEARLY

...reproducing

- *engineering drawings*
- *drawing-change notices*
- *specifications sheets*
- *parts lists*

Arma Division, American Bosch Arma Corporation, is saving \$82,000 a year through the rapid reproduction of engineering drawings, drawing-change notices, specification sheets, and parts lists. Arma manufactures midjet brains for missiles and other intricate electronic devices.

The \$82,000 economy results from the installation of XeroX® Model 1218 copying equipment and offset duplicating to supplant conventional drawing-production methods.

XeroX Model 1218 copying equipment, operating on the principles of

xerography—clean, fast, dry, electrostatic—prepares inexpensive offset paper masters from original engineering drawings of A to D size.

The larger drawings are reduced with fine legibility to 12" x 18" masters, from which multiple prints are quickly run off on offset duplicators.

The quality of copies is superb. Yet, prints cost so little that engineers are encouraged to discard them after use, rather than re-file them.

Drawing-change notices now reach production lines and suppliers faster than ever before.

An Arma engineering library of expendable drawings provides prints, run off in advance of actual need, for engineers' self-service availability.

Xerography can help *you*, too. Write for proof-of-performance folders showing how companies of all kinds and sizes are speeding paperwork duplicating and saving thousands of dollars yearly by xerography. Haloid Xerox Inc., 59-192X Haloid St., Rochester 3, New York. Branch offices in principal U.S. and Canadian cities.

Overseas: Rank Xerox Ltd., London.

HALOID XEROX®

(Circle number 116 for more information)



GF partitions don't divide space...

they multiply productivity

Irving Gilman, Vice President and Project Director of the Institute for Motivational Research, says: "When privacy is employed to eliminate work-robbing distractions, productivity shows marked improvement. This is especially true with workers whose jobs require intense concentration or those who receive business visitors. Privacy boosts morale, too—satisfies the employee's desire to work in quarters he regards as his own."

You can create privacy for your workers—overnight—with GF partitions; and as space requirements change, you can rearrange your GF partitions,

quickly and easily. To boost productivity in your offices as much as 25%, call on GF—America's largest maker of metal business furniture. Only GF offers complete planning, design and decorator services that take into consideration, not just space utilization and work-flow, but the many human factors that make for efficiency.

An informative booklet, "PLAN TO PROFIT FROM YOUR OFFICE INVESTMENT", is yours for the asking. Just call your GF branch or dealer, or write The General Fireproofing Company, Department D-14, Youngstown 1, Ohio.

GF

GENERAL FIREPROOFING

METAL BUSINESS FURNITURE

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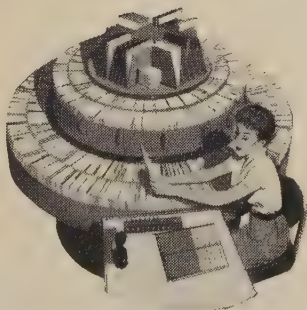
PUSH BUTTON MOTORIZED ROTARIES



bring the work to the workers!



Many units are expandable and may be supplied either manual or motorized with compartment size and spacing to fit individual requirements.



Finger-tip control brings the record to the individual at working level—eliminates personnel movement and handling fatigue. Saves time of locating or filing—increases production. With all of the records easily accessible within the reach of several operators, the same personnel can accomplish more, easier and faster with greater coordination and less duplication of effort.

Acme rotaries provide tremendous record capacity in minimum space. They can save up to 50% of floor space for a comparable number of records.

An Acme representative is nearby, ready to give you all the facts about these modern, space-saving and work-saving rotaries.

ACME VISIBLE RECORDS, INC. • Crozet, Virginia

C-200

We would like more information on rotaries for _____ records.
(No. of records)

To be filed

- ☐ Individually
☐ In books

Company _____

Address _____

Attention _____

City _____ Zone _____

State _____

(Circle number 100 for more information)

Application for many types of records:

INDUSTRY	service order dispatching
GOVERNMENT	inventory control
TRANSPORTATION	routing and reservation
UTILITIES	subscriber records

UNDERWOOD'S GOLDEN TOUCH CREATES
A HANDIER, LESS COSTLY ADDING MACHINE...

ELECTRIC ADDING - SUBTRACTING IN THE PALM OF YOUR HAND!

In 14 months, Underwood has introduced 5 new products to master clear-cut paperwork problems.

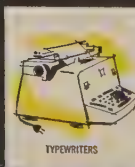
The phone-size, all-electric Add-Mate® has been a best-seller from the start . . . so neatly does it fit the needs of retailers, busy executives, professional men, even housewives.

By selecting universal, clear-cut paperwork problems—then seeking simpler, less costly solutions—Underwood has developed an extraordinary line of new products . . .

- ✧ ✧ a compact data processing "package" to cut clerical costs in any size company.
- ✧ ✧ a desk-size computer for virtually any firm employing over 100 persons.
- ✧ ✧ an electric typewriter with an entirely new keyboard design to ease typing strain.

There are more, of course, and still more on the way. For simpler, less costly ways to master paperwork, call Underwood. The advice you'll receive is based on 64 years of experience. Products are backed by over 2000 expert servicemen.

underwood



TYPEWRITERS



ADDING AND ACCOUNTING



DATA PROCESSING

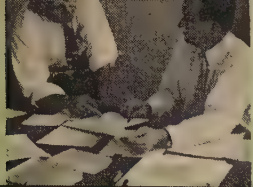


SUPPLIES



ELECTRONIC CALCULATORS

Business machines and systems to master your paperwork



Clip out and route to:

Workshop for Management

PRACTICAL IDEAS YOU CAN USE RIGHT NOW!

SALES BUILDERS

HAVE SALESMEN SEARCH FOR SPECIAL MARKETS

■ ONE OF THE BIG DIFFERENCES between a good and a poor salesman is that the good salesman seeks out special markets and develops them, rather than scattering his energies haphazardly.

This was one of the findings of a survey of 540 insurance salesmen made by Richardson, Bellows, Henry & Co., New York management consultants.

Probing these salesmen's work habits showed that the poor producers actually made more calls, worked more nights than top flight salesmen.

Dr. Herbert Krugman, who conducted the survey, says the evidence indicates that efficiency and confidence, rather than hard work, is the answer to sales success. This despite the fact that 48% of the salesmen themselves attributed success to hard work.

That hard work is not enough is proved by this survey tally:

Weekly activities	Poor salesmen	Good salesmen
Prospects seen	18.5	15.5
Prospects both seen and phoned	19.3	15.8
Interviews conducted	17	16.9
Nights worked	3	2.5

The man who's smart about his work habits gets more results with less effort than the man who expends a lot of useless energy.

Besides finding and becoming familiar with special markets, the survey showed good salesmen:

- Used the telephone more often to screen prospects.
- Spent more time servicing old accounts and less time prospecting for new ones.
- Were less concerned with security than the poor salesmen.
- Were self-starters, needing little stimulating from management.

UTILIZE SPARE TIME FOR PHONE CONTACTS

■ WHEN YOUR OFFICE PEOPLE have spare time, why not put them to work on the telephone. There are many jobs they can do by phone—scout up sales leads, obtain re-orders or renewals, conduct surveys, check mailing lists—to name just a few.

For instance, C. E. Sheppard Co., Long Island City, N. Y., reports spare time telephone calls by clerks have helped build sales for one midwest Multi-Rite dealer.

Employees follow a brief but effective script. It includes six questions that encourage a prospect to buy. These spare moment calls have resulted in extra business and prospects seem to like the personal solicitation.

FOLLOW THESE RULES WHEN YOU HEAD A MEETING

■ WHEN YOU'RE CALLED ON to act as toastmaster, lead a meeting or head a panel, these rules will help

keep your program on beam and get results:

1. Write down your agenda and follow it.
2. Don't monopolize the program. You're there to keep the meeting on course.
3. Don't be all serious or all flip. A change of pace perks up the listeners.
4. Don't go overboard on introductions. You may steal some of the speaker's thunder.
5. Don't try to cram too much into too little time.
6. Cut discussions short if they ramble on.
7. Spot and call on the timid questioner.
8. Don't let aggressive or argumentative extroverts hog the show.
9. Steer—but don't boss—the discussions.
10. Close the meeting on time.

OFFER SOMETHING FOR NOTHING

■ GIVING A BAKER'S DOZEN, 13 items for the price of 12, can promote



sales for many products from books to office supplies, to soft drinks.

The gimmick works at any level

—for the manufacturer, wholesaler or retailer. For instance, one publisher offered book stores a free copy with each dozen ordered of one specific biography that the publisher was promoting.

A Kentucky grocery store threw in a thirteenth can free when a case of canned goods was purchased.

A Michigan shoe store set up a Family Shoe Club for all shoppers. After a family bought 12 pairs of shoes, it was entitled to select the thirteenth pair free.

A Grand Union supermarket in Greenwich, Conn. taped an extra pack of cigarettes to a carton of Chesterfields as an inducement to buy that brand.

Do you have a product that could benefit by the baker's dozen sales booster?

OFFER AWARDS FOR PRODUCT HISTORY

■ If your product dates back a number of years, you can start people searching for records of its history. And you may be able to use the facts they uncover in a special promotion or an advertising series.

For instance, one distiller encouraged amateur historians by



offering a \$250 reward for facts relating famous 19th century Americans to one of its brands. The interesting incidents uncovered were featured in a series of advertisements. Results of the amateur sleuthing are bolstered by

historical research conducted by the firm's advertising agency.

To promote the sale of pencils, the R-G Office Forms & Supply Co., Gary, Ind. built a display around a Civil War diary written in pencil. The words were still legible 93 years after they were recorded by a Union sergeant while imprisoned.

TIME SAVERS

GUARD REMOTE GATE WITH TELEVISION

■ GULF OIL CORP.'s employees can now use a short cut and gain access to their working area, thanks to a TV system developed by General Precision Laboratory.

Formerly, 150 refinery workers lost time by taking a roundabout route through the main gatehouse. Now these personnel can be identified via TV at the more convenient auxiliary gate without diverting the guard force some 50 feet away.

Two closed circuit television cameras transmit views of the auxiliary entrance to two 17-inch monitors in the gatehouse. One monitor shows a split-screen image of the worker's face and badge. The other keeps him in sight while going through the turnstile.

After identification is made, the guard presses a button to release the electrically operated gate. An intercom system is used to answer any necessary questions.

TRAVEL TIPS

DON'T OVERTIP ON YOUR TRIP ABROAD

■ TIPPING can be a significant cost item when you travel abroad, especially if you're not sure how much to tip, and play it safe by being too generous.

Here are a few authoritative tips on overseas tipping suggested by World Traveler and Columnist Art Buchwald:

If you go by air, relax; you can

forget about tipping except for porters.

On board. If you travel by ship, size of gratuities varies with accommodations.

If you go first class, tip the cabin steward and dining room steward \$10 each. Slip the deck steward \$1 to \$5. The head dining steward gets \$5 to \$10, depending on how accommodating he has been. If you use the wine steward, reward him with \$5 a trip. If you ring for the night steward often, give him \$2. Tip the bar or smoking room attendant 15% to 20% of each check. Anytime you use a bellboy or messenger, give him about a quarter.

If you go cabin class, cut these figures by one-fourth. If you go



tourist, you can cut these tips in half. In both these classes, there's a bath steward. He gets \$3.50 cabin class, \$2 tourist.

Arrival. When you land, a pretty safe porter tip in all countries is 20¢ a bag—in the currency of the country.

Beware the type taxi you hail abroad. It can be an expensive trip. Private taxis often pad fees to pay commission to hotel porters. Check the meter and give a 15% to 20% tip plus a little extra for handling luggage.

When you leave a hotel, keep your hands in your pocket. Your tips are already on the bill. Even the concierge or head porter receives commissions on the services you've been billed for.

England is an exception where they practice the American system of tipping—but less lavishly. A shilling (seven to \$1) is a big enough tip for any usual service.

If you take a European sleeper tip the porter \$1 per person a night. **Dining.** Most restaurants on the Continent add a 12% to 15% service

charge to your check, so that takes care of the waiter. To find out if a tip is included, just ask. The phrase is, "Service compris?" and is understood everywhere.

Remember, unlike here, European headwaiters or captains expect no tip. There is no seat juggling as in this country. In first class restaurants, if the captain prepares a special dish for you, you might reward him with \$1 or \$2.

A maximum of 15¢ to 25¢ is sufficient for cloakroom and washroom attendants. Be sure to tip the latter. They make only about \$50 a month.

Another pointer: in Italy and France usherettes in movies, theatres and the opera expect 10¢ to 20¢ for showing you to your seats. In England, if you take a program, give the usherette a shilling.

Study a money chart and learn the dollar equivalents. (There's a currency conversion chart included in the TWA guide for travel abroad. For a free copy, circle number 245 on the Reader Service Card.) In countries where prices are cheap, such as Austria, England and Spain, you tip less than you do in France, Switzerland and the Scandinavian countries.

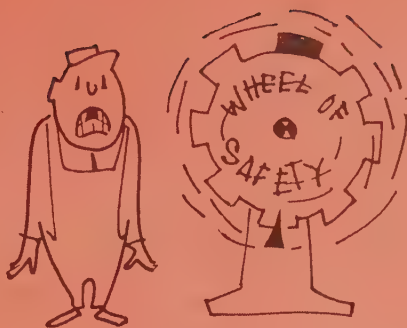
If still in doubt, you might follow Art Buchwald's practice. When he's not sure what to tip, he holds out a handful of coins to the taxi driver or hotel employee, and asks him to take a fair tip. Evidently this trust flatters the individual. At least Traveler Buchwald says no one has taken advantage yet of his select-your-own-tip system.

COST CUTTERS

SPARK SAFETY DRIVE WITH ROULETTE WHEEL

■ A GAME OF CHANCE has deterred workers from taking a chance at Ohio Power Co.

Before a roulette wheel was installed at the Dennison, Ohio plant, there were four disabling accidents in 10 months. During the next 10 months, the wheel of safety turned and there were no injuries.



This is how the safety roulette was played: Each worker was assigned a tooth on the wheel of safety, designed by Senior Foreman H. D. Liggett. If the employee had an accident, the tooth was painted out for the year.

Once a month, the wheel was spun at a safety meeting. The lucky winner was awarded a cash prize—provided his tooth hadn't been painted out.

To build interest in the game and remind everyone to continue to play it safe, the wheel was moved frequently to different locations.

MORALE BOOSTERS

PUBLICIZE FRINGE BENEFITS IN DOLLARS AND CENTS

■ IF YOU DON'T SPELL OUT benefits, employees may be unaware of the extent of the extras provided by the company.

To publicize its fringes, Ford Motor Co. used a comic strip type booklet to talk about the actual dollar value of each benefit. It chose the federal tax deadline date as the appropriate time to remind workers of present and future benefits.

Since 1954, the East River Savings Bank, New York, has made an individual accounting to each staff member of welfare and benefit programs. A 10-page printed booklet gives details of the program. Individual figures are entered in a confidential copy given each employee. This shows him in dollars and cents what the bank contributes to his own personal benefits. President George O. Nodyne says these per-

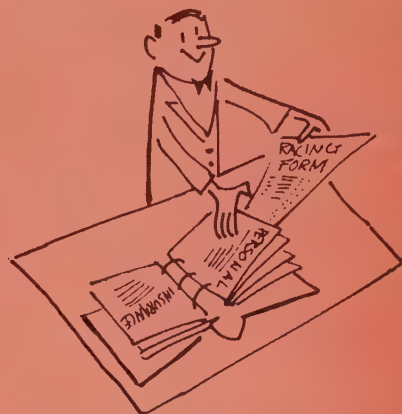
sonalized benefit reports have admirably promoted good employee relations at the five branches of the bank.

TRANSLATE LEGALESE OF BENEFITS FOR EMPLOYEES

■ ROME CABLE CORP., Rome, N. Y. leaves nothing to imagination or misunderstanding in its comprehensive 94-page employee manual.

Everything of interest to workers has been incorporated into one loose leaf binder for ready reference. Each office and plant employee is given his own personal copy of the manual.

All programs, benefits, practices and policies are couched in easy-to-



digest terms. Facts presented are amplified with questions and answers, examples and charts.

Indexed sections explain life insurance, health care, disability income, employee dividends, profit sharing and pensions. A general section covers other areas of interest from work hours to smoking privileges.

Pages are color coded by subject, dated and numbered so material can easily be expanded and kept up-to-date. Bound in the book are several envelopes for filing insurance policies and also for filing other records.

President A. D. R. Fraser reports reaction to the all-under-one-cover employee guide has been good. Further, updating loose pages has proved less expensive than reprinting entire booklets.

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This Cole office is designed for a busy executive . . . one who insists on the prestige of fine furniture combined with efficiency. Notice the marked individuality of the colorful, two-tone executive desk, the chairs contoured to fit your body. Note how the credenza and table blend with the decor of the office. Here, indeed, is an atmosphere of personal comfort and good taste that immediately

puts clients at ease while providing an inspiring setting in which to work. This is but one example of how Cole will enrich your office with furniture of distinctive styling and lasting beauty. See for yourself why Cole is so far ahead in the office equipment field. Send for our FREE color catalog . . . today! Cole Steel Equipment Company, Inc., Dept. 46, 415 Madison Ave., New York 17, N. Y.

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(Circle number 133 for more information)



What does a petroleum executive read?

Says F. O. Koontz: *"In today's fast-moving, rapidly changing business scene, ideas or suggestions which may contribute to the efficient handling of administrative problems are most important. Any source of valuable information which assists in the skillful handling of daily work at all management levels can be of tremendous value when it is properly used. **Management Methods** is one such source of help I like to tap. It contains a wealth of ideas and suggestions neatly presented in concise, usable form."*

F. O. Koontz is president of the Quaker State Oil Refining Corp., Oil City, Pa.

Employees — 1,400

Annual sales fiscal 1958 — \$49.9 million

Management METHODS



DO YOU KNOW THE LAW ON

Oral contracts

WHEN ARE THEY BINDING?

The question—Is an oral sales contract binding when there has been neither a down payment nor a partial delivery of goods?

The answer—No, not if the contract is for the sale of goods worth \$500 or more (less in a few states). Such contracts are enforceable only when some payment is made on account or a partial delivery is made.

This provision is based on the Statute of Frauds, enacted by the English Parliament over 2½ centuries ago. It says in part, "No contract for the sale of any goods, wares or merchandise for the price of 10 pounds sterling or upwards shall be allowed to be good except the buyer shall accept part of the goods so sold and actually receive the same or give something in earnest to bind the bargain or in part of payment or that some note or memorandum in writing of the said bargain be made and signed by the parties to be charged by such contract or their agents thereunto lawfully authorized."

Case one—A purchaser sued a farm equipment dealer for \$25,000—the purchase price of three tractors.

To pay for the tractors, the purchaser deposited \$25,000 in a bank to the dealer's credit. The deposit carried this stipulation: "Available by your drafts at sight, 100%, invoice value, accompanied by related bills of lading."

Three days after the deposit, the dealer notified the purchaser, "Not accepting offer for equipment. Have instructed bank to return your letter of credit."

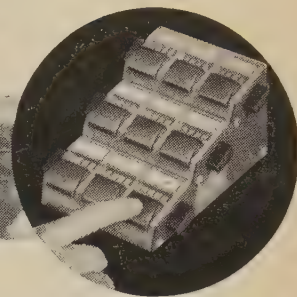
In the suit, before a federal court in Alabama, the purchaser contended that the letter of credit was a payment to the dealer, as required by the Statute of Frauds. The Alabama court referred to a similar controversy that had been before a Nebraska court.

There, a purchaser sued a man who had agreed orally to sell him 10 shares of stock. The shares were to be deposited in a certain bank. The purchaser agreed to deposit \$900 in that bank, payable to the seller when he delivered the stock to the bank. When the

Note — This feature is offered as a general guide only. Consult your attorney on specific legal problems.



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from a
"Profit Trap"



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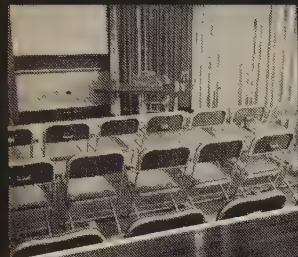


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(Circle number 117 for more information)

seller refused to transfer the stock, the purchaser brought suit against him to compel him to do so.

The seller used the Statute of Frauds in his defense, claiming that the sales agreement was made orally and no payment or delivery was made. The Nebraska court, refusing the purchaser recovery, ruled:

"Now no memorandum subscribed by the parties to be charged has ever been made. Nor were the shares or any evidence of them at any time delivered or the purchase price or any of it, at any time paid. Nor do we think that for any of these purposes the bank can be considered as the agent of either party."

With the Nebraska case as precedence, the Alabama court ruled:

"The purchase price was not available to the dealer until it had loaded the tractors on railway cars and delivered the bills of lading and invoices to the bank.

"Under the terms of the letter of credit, the dealer was without authority to draw on the bank for the account of the purchaser unless the documents referred to accompanied the draft. Money deposited with another to be paid over on a delivery of the goods contracted for does not constitute payment within the meaning of the statute.

"There must be an actual transfer or delivery of the property or money agreed to be given as payment. The mere tender of payment if unaccepted by the seller is not sufficient."

Tractor Supply & Overseas Exchange Co. vs. Ellard Contract Co., 119 F.S. 814, Alabama.

Case two—Under an oral agreement, a check for \$25,000 was deposited in escrow for the purchase of all the capital stock of a California box company. A federal court in California ruled that the purchase agreement was unenforceable and was within the provisions of the Statute of Frauds. It stated:

"Can it be said that there was part payment which took the oral contract out of the statute, notwithstanding the fact that no title to the check or to anything else passed to the seller? Payment is performance of an obligation for delivery of money.

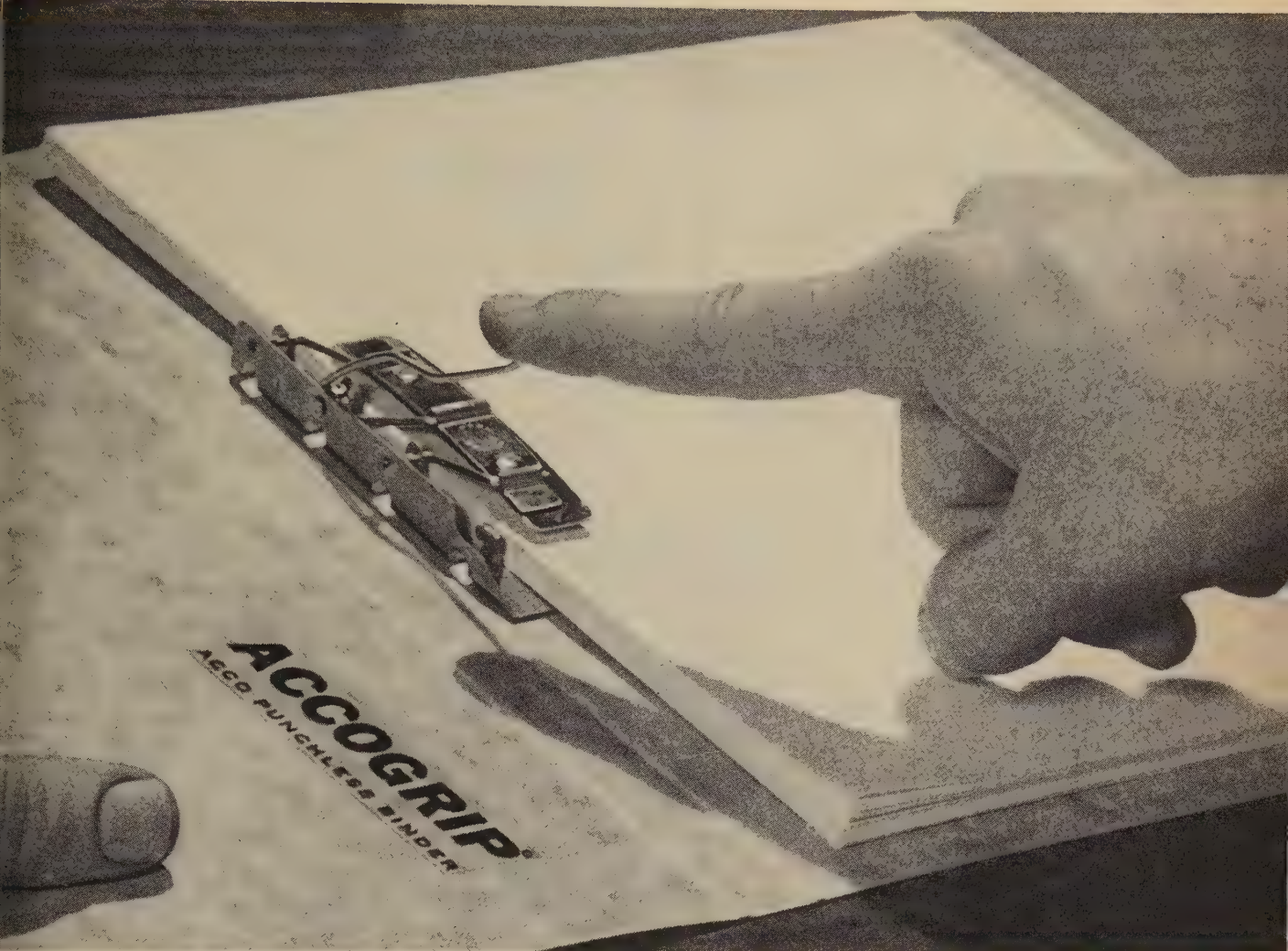
"The performance may take place by the acceptance of other things of value instead of money but there is only payment when the money or other things of value are given and accepted in discharge of the obligation in whole or in part.

"Purpose of the Statute of Frauds is to prevent fraud and perjury with respect to certain agreements, by requiring for enforcement the more reliable evidence of some writing signed by the party to be charged. The rationale of the provision permitting part payment to satisfy the statute is that when an overt act has taken place which presupposes that a sale or agreement to sell has been concluded, the danger of fraudulent invention and perjury is diminished.

"Although the proof of actual payment must sometimes also rest in parol there can be no good reason to extend the part payment provision by artificial construction to transactions which do not provide the protection that is the purpose of the statute."

Sousa vs. First California Co., 225 Pac. 2nd 955, Calif.

ACCO BINDS PAPERS IN SECONDS



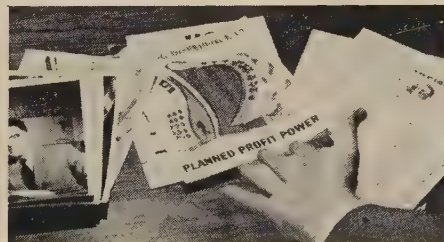
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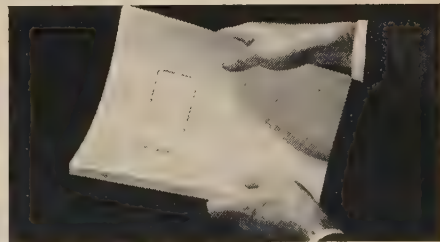
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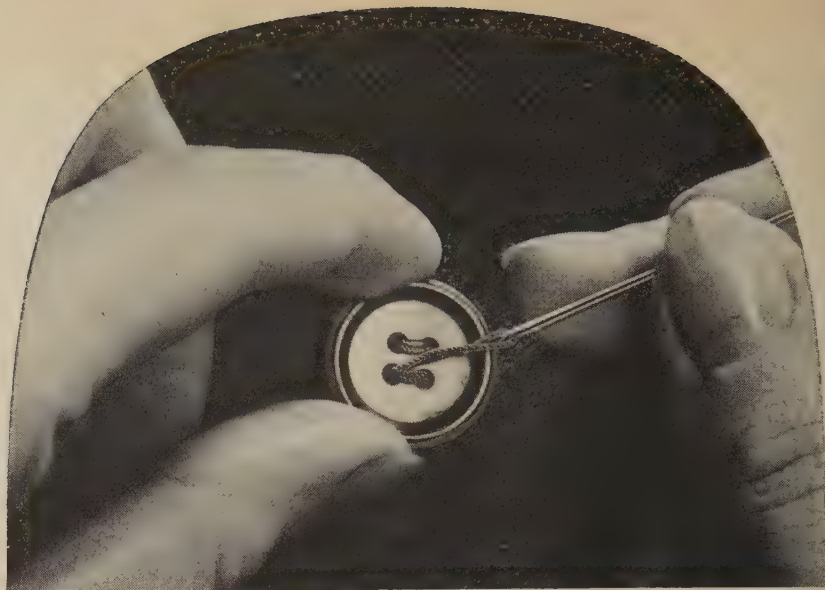
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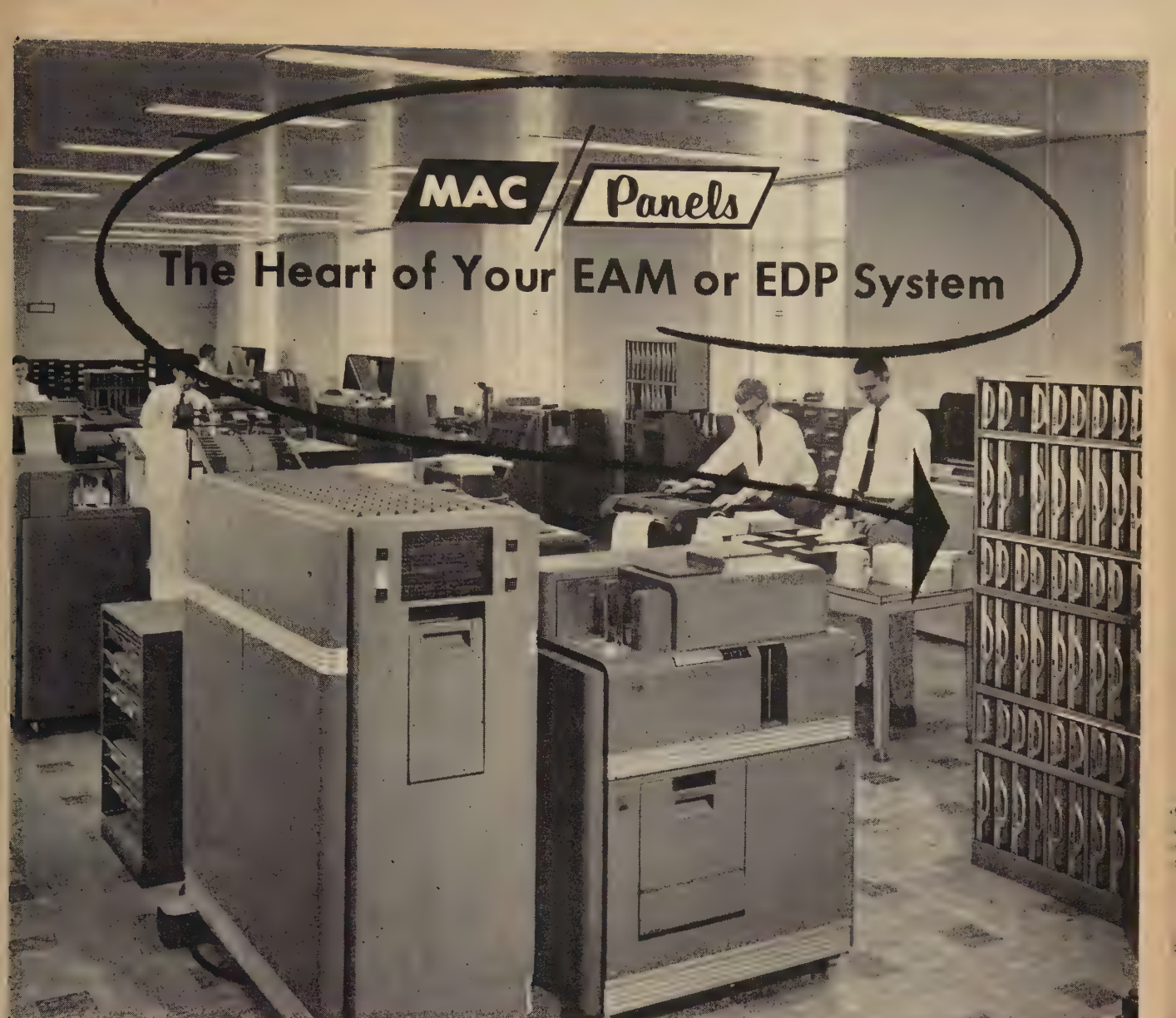
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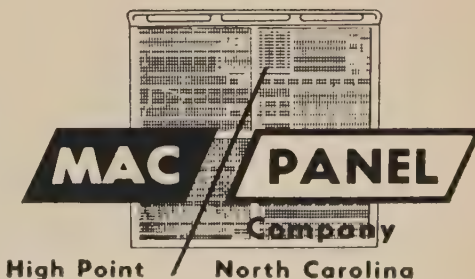
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How to practice practical politics



Stop talking about the political weather outside and start doing something about it. This is the charge being made to businessmen. And facts show there are things you can get done with minimum time and political training.

REPUBLICAN Chairman Morton: "It is a myth that businessmen who engage in politics automatically harm their own interests." Democratic Chairman Butler: "The best way for business to get into politics is for executives to get a first-hand acquaintance with the political facts of life."

The Democratic and Republican National Committee Chairmen were talking before a recent meeting of the American Management Association in New York. With them on the program were five experienced business executives.

The businessmen did not agree entirely with all that the party chairmen said—nor did they agree entirely among themselves. But everyone did agree when Paul Butler said simply: "Businessmen belong in politics."

What can and should businessmen do, politically, to improve the business climate in their communities, states and the country as a whole? The seven speakers on the AMA program offered some very practical, very specific ideas, based on their own experience and experiment. These ideas, condensed from the AMA program, appear on the following pages.

BUTLER OF THE DEMOCRATS • **MORTON** OF THE REPUBLICANS • **MERRIHUE** OF
GENERAL ELECTRIC • **JAQUITH** OF VEGA INDUSTRIES • **NICHOLS** OF WESTON
INSTRUMENTS • **MAREMONT** OF ALLIED PAPER • **WORTHY** OF SEARS, ROEBUCK



WILLARD V. MERRIHUE

Manager, Community & Business Relations
General Electric Co.
New York

idea: Tackle political problems with methods you use on business problems.

■ For 15 years we tried—and failed—to improve the business climate in the communities where our company operates.

Now we have changed to an approach that is getting results.

Our old approach can be called the “one-way street” community relations approach. It was based on the two-point formula: 1) live right in the community, and 2) tell the community about it.

An aspect of this approach is the “meet and eat” method, where the manager goes down to the hotel in the evening, eats rubber chicken with his fellow businessmen and deplores the local business climate. Somebody suggests that Fosdick be appointed to chair a committee to study the problem. Everyone thinks this is a wonderful idea. It means the problem can be delegated so that everyone but Fosdick can go back to his plant and, temporarily at least, forget about the business climate problem.

We thought there must be a better approach than this. We found out there is—and we are now applying this new approach. It is not a program; it is an operating procedure for our managers.

It is based on the same approach that management uses to tackle its tough internal problems:

STEP ONE. The first step is appraisal. We have developed a

“Guide to Making a Business Climate Appraisal”* so that our managers may do their own local climate research. This guide requires answers to 187 questions in nine different categories. The bad symptoms of the climate are then drawn off on a worksheet and traced back to the root causes.

STEP TWO. Our managers are then ready to determine their specific goals, either short range or long range. These goals might be to develop a skilled labor supply, improve educational standards and teacher compensation, work for impartial law enforcement, prevent and remedy urban blight, or bring a college to the community.

STEP THREE. Steps One and Two are relatively easy. The real mind-stretching work takes place in Step Three. Here the manager is required to determine, plan and delegate the work required to achieve

the goals he has set. He asks himself these questions:

■ How much can I get done in my role as president, chief executive or general manager of the business in this town? Not too much!

■ How much can I get done through my middle managers, supervisors, foremen and my professional employees? A lot!

■ And how much can I get done through enlisting the support of our individual employees, our non-exempt salaried and blue-collar production workers? Here is a real gold mine. These employees are willing to work to help improve the business climate if we explain to them what they need to do and why.

Now the manager looks at different approaches available to him. He considers mass communication with employees, business neighbors, suppliers. He explores participation in civic groups. He decides what he needs to get done through direct political action, and then what he has to do to develop approval and votes for factors essential to a favorable business climate. Let's look at each of these approaches.

COMMUNICATING. Our managers start by communicating with their own employees. I know of one

***FREE GUIDE AVAILABLE**

General Electric has agreed to send to **MANAGEMENT METHODS** readers a sample copy of its 34-page “Guide to Making a Business Climate Appraisal.” However, only a limited supply is available.

For your free copy, circle number 250 on the Reader Service Card.



SEN. THRUSTON B. MORTON

Chairman

Republican National Committee

idea: As with military service, give people time off for political service.

coming more active in the affairs of both political parties. And by becoming active, I mean much more than just registering and voting.

UNGLAMOROUS CHORES. Men of the business community should not hesitate to undertake such often unglamorous but highly important political chores as doorbell-ringing, poll-watching and even soap-box orating. They should not shirk the sometimes painful duty of contributing to the party of their choice.

EMPLOYEE ACTION. I make this special plea to employers: encourage your employees to become more active in local political activities. If you permit an employee to give a few days of his time to charitable fund drives, it seems to me that you should also encourage people within your company to serve their community in other ways. There are many elective and appointive offices at the local levels which do not make excessive demands upon the individual's time. It is possible for a man or woman to serve on a school board or a city council or a county board of supervisors or in the state legislature and still operate a business or work at a regular job. Countless thousands of Americans are doing it.

Businesses permit members of the military reserves to perform their military duties and still retain their civilian jobs. The same rule should apply where community service is involved.

REPRISALS? It is a myth that the businessman who engages in politics automatically harms his own business interests. This could happen only if a man sought to obtain special privileges through political activities. Thousands of businessmen, Republicans and Democrats alike, testify that a man can be active in both business and politics without jeopardizing his livelihood.

PARTY SUPPORT. There are several reasons for the indifference of many American citizens toward their voting rights. But the man who raises my blood pressure the most is the one who says there are no candidates on the ballot who merit support. This is generally the same fellow who has never done one thing to see to it that on election day there are qualified candidates to support. He doesn't belong to any party. He won't participate in primaries or conventions. He won't lift a finger to help make our processes of government function properly. And yet he complains when the choice is between Tweedledee and Tweedledum.

■ Businessmen achieve maximum effectiveness in politics when they work as citizens rather than as representatives of just one segment of the economy. The success and even the survival of the two-party system would be seriously threatened if either of the major parties lost its identity as a national organization representative of numerous groups and many areas.

Inevitably there would emerge a number of splinter parties such as we have seen in many other countries. There might be a farmer's party, a veterans' party, and a states' rights party. With this would come complete political chaos.

Businessmen can help prevent such a development. They can do it by be-

manager who recently held a 10-hour seminar with about 100 of his employees representing managers, hourly workers and non-exempt salaried workers, including union officials. Half of this was on company time and half was on their own time in the evening. He divided them up into 10 groups, each with a chairman and a resource leader. Each group took a different aspect of the local business climate—education, taxation, local government, cultural, labor-management

relations, etc. This turned out to be one of the most successful things he had ever done to get the interest of his employees and their deep personal involvement.

In most of our plants, we find mass communication media being employed: house organs, management newsletters, employee information meetings, letters to employees' homes, political recognition night, community newsletters, articles and ads in the city press, etc. Our manager already has these

media established. So, knowing what goals he wants to accomplish, he needs then simply to decide how much time or space he is going to budget in each of these media to the advancement of each of these goals.

The AFL-CIO has a very carefully developed set of goals and consistently budgets space in union magazines and newspapers to the advancement of those goals. They are far ahead of us. We have been considering our employee house

PAUL M. BUTLER

Chairman

Democratic National Committee

idea: Invite candidates of both parties to tour your plant and discuss issues.

■ Businessmen belong in politics. But the important thing is *how* you go about it. The wrong kind of political participation can do more harm than good.

THE WRONG WAY. Those businessmen who enter the political arena only to secure special advantage create suspicion of the business community.

Businessmen who think politics and government can be run just like a private business are going to commit some gigantic political boners. Businessmen ought not to think that they are necessarily any more able to deal with government decisions than the government is to run their business.

There is the well-known feeling of many businessmen who think that, once they have decided to enter politics actively, they should immediately occupy the same relative rank and status in the political hierarchy that they have in business.

THE RIGHT WAY. The best way for business to get into politics is for each businessman to recognize that he is a citizen first and a businessman second.

He should then encourage all employees, from top executives to the lowest paid laborer, to participate personally in the party of their own choice.

Employees should be assured that

they will not be penalized if they do not hold the same political views as the boss.

This means giving up the practice, still quite prevalent, of virtually ostracizing employees who show certain political leanings.

It means a firm resolve on the part of the boss himself, and other executives in the firm, that they are going to do something more than just give money to a party, or pay other people to do their political work for them—a resolve that they are going to participate personally and get a first-hand acquaintance with the issues and the political facts of life.

The businessman has every right to make his views known to his employees, but he has no right to try to force his employees to accept his views.

Getting business into politics in the right way means setting up training sessions to acquaint employees with political operations.

It means doing what corporations such as Aerojet have done by encouraging every employee from top to bottom to make a financial contribution to the party of his choice, and by setting up within the company a registration drive among employees.

It means inviting, as many corporations did in 1958, the candidates of

both parties to tour the plant, meet the employees and talk with plant personnel about the issues of the campaign.

It means supporting the right of your employees to stand for public office and making it possible for them to obtain leaves of absence in order to accept governmental posts without jeopardy to their seniority or standing in the firm.

Finally, it means that the businessman has to be as interested in the neighborhood where his workers live as he is in his own residential community. He has to be as concerned about the growth of his nation, his city and his state as he is about the growth of his business.



organs too much in the light of employee benefits or entertainment devices rather than prime management tools for improving the business climate for the long-term betterment of the community.

Communicating with shareowners is another approach. In our company, we have made a modest start at taking our national list of shareowners and dividing it up by cities and regions and turning these lists over to our managers. Shareowners are invited to a meeting in

one of our plant communities. They tour the local plant and are given a presentation of what is necessary to improve the business climate in the community and state and what they as shareowners can do to help.

CIVIC GROUPS. Typically, management, professional and hourly employees are scattered through scores of civic organizations. Each of these organizations has what I call its "magnificent obsession." For example, the Rotary or Lions or

Kiwanis may be attempting to build a new boys' club lodge. The American Legion may be working on a ball park for the Little League, and so it goes. We say to our employees: "If you wish to become an *effective* member of these civic groups, throw yourself with enthusiasm into helping your organization achieve its magnificent obsession. But then see if you cannot interest your organization in adopting one or more business climate goals for the development



Speakers at AMA's conference on business in politics. At right are political party chairmen Butler and Morton.

of the over-all community." In this way, some of the dedicated energy expended in civic participation can be allocated to goals related to the survival of the community's businesses and to the long-range solvency of the community.

POLITICAL ACTION. We have found we must take direct political action. Accordingly, you will find our managers in most of our plant communities now taking these steps:

Affiliation. Personally joining—and urging their employees to join—the political party of their choice, whether it be Democratic or Republican. Our managers tell our employees that they can get things accomplished only through affiliation with one of the two great parties—that to be independent is to be impotent, because one has the choice only of voting for somebody that someone else has selected.

Training. Affiliation without training is liable to be disastrous. The employer must provide employees some training so they can be effective in their party. Therefore, in 1957 in Schenectady, we conducted our first workshop in practical politics. The program was for our own managers but we invited representatives of other industries and businesses in that town. Such workshops are now being conducted in scores of our plants.

We next proceeded to develop a 12-week in-plant political training program which we could open up on a volunteer basis to all of our managers and white collar employ-

ees in the beginning, and later to all employees. Meanwhile, our Syracuse plant, working within the framework of the Manufacturers Association of Syracuse, developed its own home-made Practical Politics Training Course.

VOTE WINNING. Formerly, when one of our managers called up his representative in Albany or Indianapolis or Columbus, he would very likely say something like this: "I would appreciate your support for this new bill on unemployment compensation." The legislator would most likely thank him and then ponder the hard-headed question as to who controlled the most votes—the businessman or the opposing trade union official.

We are now pointing out to our managers the much higher motivation potential of this type of statement to a legislator: "I would appreciate it if you would vote for this piece of legislation for these reasons, and, by the way, I think you will be interested to know that we will be communicating the merits of this bill to the 3,000 employees in our plant in our weekly newspapers, also to our 650 local suppliers, our 400 local shareowners and to our 165 distributors and dealers in this area. Furthermore, we will be asking them to let you hear from them." Immediately, the politician starts counting. Up to now, many unions have convinced many legislators that unions and only unions can develop votes, ergo, the legislators had better vote

for the union side of the issue. We businessmen can explode this theory very quickly if we will use the foregoing approach.

STEP FOUR. To summarize, Step One is to determine what needs to be fixed in the local and state business climate through use of a 187-question appraisal. Step Two is development of political goals through the appraisal process. Step Three is determination, planning and delegating of the work required to achieve these goals.

Step Four is political action. We say to our managers that they should not ever consider going to any other employers to enlist their help unless they themselves have gone through Steps One, Two and Three. Our managers are human like all other managers. It is easier to delegate the whole job to the Chamber of Commerce or Board of Trade—but the best results are achieved when a few top business leaders in the town make the appraisal themselves, set a few realistic goals, and go at the work on a do-it-yourself basis. We feel that if the local General Electric manager has completed the first three steps, he is then in an excellent position to try to interest two or three other employers to do likewise, and later to band together to do the work which can best be done cooperatively.

Astute executives can manage their external work with the same methods they use to manage their internal work.



DAVID H. JAQUITH

President
Vega Industries, Inc.
Syracuse, N. Y.

idea: Conduct in-plant seminars on practical politics for young executives.

■ Here is the story of a political action plan you can adapt to the needs of your own location. It is the story of the Syracuse political seminars developed by the Manufacturers Association of Syracuse.

A task force on practical politics was created in late 1957. Its goal was to make management's opinion felt in the political arena, particularly at the precinct and election district level where candidates are trained, groomed, selected and elected, and where basic political decisions are made.

The task force was comprised of nine men from nine companies, large and small. By January 1958 they had developed a plan of action.

Heart of the program was to be a series of seminars, conducted right in Syracuse companies, designed to alert, educate and motivate junior and middle management executives toward active personal participation in the political party of their choice.

But some preliminary steps had to be taken. In fact, the program broke down into five steps. Let's look at them:

STEP ONE. A manual on the political facts of life was prepared. It brought together a complete picture of the governmental situation in the Syracuse area, and information on party organization and operation.

STEP TWO. A "tell and sell" dinner was held to present the entire program to top executives of companies in the Syracuse area. The goal was to win the personal support and participation of these men. Following the dinner, a presentation was given, professional in nature and utilizing films, flip charts, tape recordings and other attention-getting methods.

After the presentation, the top executives were invited to tell whether or not they would like to participate by having an 11-week

seminar conducted in their companies for their management people.

STEP THREE. The next step was to train leaders for the in-plant political seminars. Two-day training sessions took place in February 1958, and then again in August. In all, 45 executives were trained as seminar leaders.

The training sessions featured talks and panel discussions by a cross-section of political figures in the area: Republican and Democratic county chairmen; state senators and assemblymen; and town, ward and election district committeemen of both parties. Another feature was an especially recorded message by Vice President Nixon.

At the conclusion of the training program, the participants were given books, pamphlets and other source material that would be useful to them in conducting 11-week seminars in practical politics within their own organizations.

STEP FOUR. All of this preliminary effort, of course, was aimed at getting the seminars underway. The first cycle of seminars took place in the spring of 1958. Seminars were conducted in some two dozen plants in the greater Syracuse area. These companies ranged from the very large to the very small. Seven companies were too small to conduct seminars of their own, so representatives from these companies banded together to take part in a cooperative seminar.

The in-plant meetings were restricted to about 20 participants. In all, some 300 junior and middle management executives were trained.

Nearly every company participating in the first seminar cycle, plus some additional companies, also conducted some seminars in the fall of 1958, again with a total of about 300 participants. In this second cycle were included some non-manufacturing organiza-

tions including banks, a group of young professional men, a young political group, etc.

The third cycle of seminars, with about 400 participants, was completed last month.

The result so far is that almost 1,000 business and industry people in the Syracuse area have acquired practical training in grass-roots political participation.

The seminars have emphasized individual action in politics. Participants were given outside assignments, including such things as writing letters to congressmen, visiting local town or city council meetings, making personal contact with their own election district committeemen or town committeeman, personal contact with state and area legislators, an assignment to break down and appraise the local tax rate structure, and, finally, the actual ringing of doorbells to determine voter registration and voter attitude.

STEP FIVE. The final step in the program is the follow-up phase. It involves an appraisal system built into the end of each seminar series. A mailing list of all "graduates" is maintained and these people are continually contacted by mail as a means of motivating them to continue with their political actions.

The cost of running seminars has been surprisingly low. Cost of complete materials, including slide films, tape recordings, manuals, books, pamphlets, etc. has worked out to be less than \$20 per participant.

RESULTS. What has happened in Syracuse? Since the program is long range, no real appraisal can be made for several years. Nevertheless, some things give some indication of effectiveness.

For example, after the elections last fall, the 300-odd graduates of the first cycle of seminars were surveyed as to their participation in the campaign. Almost 85% indi-

cated they had never done anything at all in the political arena prior to this election, other than registering and voting. But after the training, every graduate who was eligible both registered and voted. One out of every three donated money to a candidate or a party. One out of every 10 participated in the solicitation of campaign funds for his party. Seven out of every 10 worked during the registration period to get people registered, and almost one-half of the graduates actually wore out shoe leather pushing doorbells to get out the vote for their respective parties.

Perhaps the most important result of the program is that it has made political activity respectable for young businessmen. I don't know how it might have been in your organization, but two years ago if it became known that one

of our young executives had been elected ward chairman of his political party, he would have been subjected to a good deal of kidding as to what his share of the graft was going to be. Today, where these seminars have operated, there is not the slightest doubt in my mind that a young executive who was elected to a significant post within his party organization would receive congratulations rather than kidding, and questions on how he was able to get the job. If our young executives with talent regard political activity as an honored activity, this is a significant change.

We believe that in Syracuse we have started a program which will bring our political and governmental situation back under control and may result in improvement of the business climate to the benefit of all people.



ROSS NICHOLS

Vice President

Weston Instruments Division of Daystrom, Inc.
Newark, N. J.

idea: Only six votes may elect a businessman to his party's city committee.

Effective participation in politics requires a degree of organization.

In Union County, N. J., the business community undertook a political experiment based on a bare-bones organizational concept. It is a voluntary effort. But it seems likely that even our loose organizational arrangement can produce better results than merely turning management people loose with a suggestion that they take an interest in politics.

BUSINESS COORDINATOR. Under our experiment, the first step is to find in each municipality a businessman to serve as Business Coordinator for Public Affairs.

He surrounds himself with a number of other businessmen. Periodic meetings keep this group together, provide recognition of

matters requiring attention, and furnish the coordinator with the consensus of opinion. They meet at least every two months. This group could be called the Municipal Public Affairs Committee.

PARTY JOBS. Preferably, some members of the committee should serve on either the Republican or Democratic City Committee, thus becoming members of the County Committee.

Frequently it is not difficult to obtain one of these party jobs. In a district where there is no formal candidate, a write-in vote of as few as five or six may elect a man. A somewhat larger write-in vote would be required if there is a formal candidate whose election is being contested.

But in all of this, we are talking about a relatively small number of

votes. It is a matter of ringing doorbells, lining up friends and neighbors and having them vote.

The thing to remember is that a businessman elected to the Democratic County Committee by six write-in votes in a predominantly Republican district is just as much a member of the committee as his counterpart from a predominantly Democratic district.

Our Union County experiment contemplates that the business coordinators from all the municipalities will meet once each month.

ANNUAL MEETING. Once each year, according to our plan, one big meeting is held of all Municipal Public Affairs Committees within the county. This meeting is designed to reinforce the management people in their determination to do their part in promoting sound government. Such a meeting also furnishes an opportunity to give other businessmen an insight into the public affairs organization so that there are recruits to replace those that may drop out.

There is no need to go into details as to how industry encourages management people to participate in the work of the Municipal Public Affairs Committees. Suffice it to say that in my company we have told our men that we wish them to participate in politics. Where we used to say that we had no objection to their being politically active, provided it did not interfere with their company work, we now say that we wish them to be politically active even though it may interfere with their work.

SEMINARS. My company has been conducting public affairs seminars, taking 20 management people at a time. The aim is to help our management people understand the governmental apparatus and have opinions of their own on the major political issues. We want them to know what they believe and why they believe it.

NATIONAL ACTION. When we go to businessmen and urge the need for their participation in politics, they are apt to say that they have excellent government in their municipalities. In effect they are say-

(Continued on page 68)

18 telephone shortcuts to sales

Chest-to-chest selling is costly. Usually it is a necessary cost but sometimes it isn't. Imaginative sales managers in all lines of business combine chest-to-chest selling with telephone selling. They have proved that this method scores better results at lower costs. Your own salesmen can use some of the 18 telephone sales methods described here.

by Ted Pollock



Item: a New York zipper manufacturer recently "went national" in his sales to golf bag companies — without opening a single out-of-town office. His new market now accounts for more than \$1 million worth of business annually.

Item: a salesman for a midwestern welding supplies distributor upgrades two out of every five orders — yet seldom leaves his office.

Item: the sales staff of an auto accessories firm has increased its actual selling time by some 20%, comes to work no earlier, leaves no later than usual.

The secret?

In each case, an educated forefinger.

Properly used, it can tap a prospect on the shoulder even though a continent separates him from you. It can point out the benefits of your product while your competitors are cooling their heels in the waiting

room. It can even turn the clock back (or forward) in your favor.

It can do all this — and more — on one condition: that your salesmen apply it wisely and often to the dial of your telephone. For salesmen in many companies, Mr. Bell's magic box can mean tripled prospect coverage, lower costs per sales call, bigger sales. Here's how:

1. Eliminate ice-cold calls.

■ According to a valid survey, 17% of a salesman's selling day is spent simply waiting to see prospects. That's about 200 costly hours a year down the drain forever.

Frequently, that costly time is lost because the salesman is on a cold call, has to twiddle his thumbs until all the men *with* appointments (including competitors) have had their interviews.

A simple phone call — in which the salesman identifies himself, his firm, the nature of his proposition and requests an appointment — allows him to arrive just minutes before he's ushered in. Other ad-

vantages: the prospect is *prepared* to see your salesman, and he tends to remain uncommitted to the competition until he's heard your story. Furthermore, your salesman can screen unprofitable visits in advance and avoid unnecessary travel expenses.

2. Solicit orders.

■ If your product is inexpensive, uncomplicated or well known, try selling it *directly* by telephone. The law of averages dictates that the more people you contact, the more sales you will make. And you can talk to five, six—even seven—times as many people as you can visit in a day. Besides, you cash in on impulse buying, reach out-of-the-way markets, cover your present market more intensively.

For example, an independent tire dealer, selling direct from factory to fleet owners, has built up an annual \$10 million volume in sales with the help of only 40 telephone salesmen. He has never met his customers face to face, has no travel,

hotel or other sales costs—and averages one sale for every three phone calls

Suggests the American Telephone & Telegraph Co.: "Be sure you have a 'conversational hinge' on which to pivot your sales talk—a current advertisement run by your firm that the prospect has probably seen, a news item of interest, a problem faced by your prospect."

3. Answer questions.

■ It's a rare prospect who has no reservations about your product or service. Lay a solid foundation for a sale by first sending him a detailed letter in which you explain what you have to offer and inform him that you will telephone in a day or two to answer any questions. On the specified day, call. Because he knows that he will hear from you, the prospect will usually study your proposal and thus expose himself to it.

4. Squeeze extra selling time out of your day.

■ Many buyers won't see a salesman 10 or 15 minutes before lunch, but will gladly talk to him—on the phone. Same goes for the half-hour before 9:00 a.m., and the closing minutes of a business day.

5. Give him the low-down.

■ A salesman for a power mower manufacturer advises: "There's real money in making a beeline to your telephone whenever you've picked up some tid-bit of information from your company—at a sales meeting, for example. No matter what's been discussed—new models, price changes, advertising schedules—somewhere there is at least one customer who will want to buy more as a result of the change. Get in touch with him. Matter of fact, you have a good excuse for calling up all your customers. It's amazing how often a switch in company policy, put in terms of increased benefits, can whet a buyer's appetite. And don't overlook the dramatic impact of be-

ing able to say, long-distance, 'Here's the scoop—straight from our president!'"

6. Say "Thanks."

■ You get a whopping order from a customer in Oregon . . . a Pittsburgh account gives you a lead that pans out solid gold . . . a Georgia prospect turns customer. Why not dial your gratitude pronto? You'll stand head and shoulders above the competition in the recipient's estimation. An inexpensive courtesy call is not only good manners—it's good business.

7. Settle delinquent accounts.

■ It's a fact: collection letters accomplish little; when they do, they're apt to create ill-will. Print is cold; the human voice, warm. A personal phone call tactfully implies the proper degree of forcefulness and urgency, eliminates an extended correspondence (most points can be covered in one conversation), swiftly permits you to reach the person with the authority to discuss the problem.

8. Turn inquiries into sales.

■ Your firm has run an ad in a trade publication. Ten of the subsequent inquiries fall within a territory that is visited by a salesman only every two months. You could let the inquiries wait until the salesman gets there. You *could* send a form letter to each of the 10. You *could* dictate 10 personal letters (two hours' work? three hours'?)

How about striking while their interest is at the sizzle stage, instead, by calling them up—now? Use any other method and you risk giving them a "cooling off" period during which their interest and enthusiasm may wane.

9. Invite collect calls.

■ Searching for ways to improve

his business, a midwestern tarpaulin manufacturer got the idea of urging customers and would-be customers to call in orders collect. After a modestly budgeted advertising campaign announcing the new policy, the company now averages \$150,000 a month—more than half its total monthly business—in orders phoned in from all parts of the country. Every dollar spent on telephone calls brings in an average of \$150 in sales.

Because this approach is still novel and tends to tap off-beat markets, it represents one of the most direct shortcuts to sales via the telephone.

Your local telephone company, incidentally, will be glad to provide you with "Call Collect" stickers to place on your letterheads, invoices, calling cards, brochures, price lists and packages.

10. Get critical questions answered.

■ A sales representative for a brush manufacturer was on the verge of the biggest deal of his career. Question: could his company guarantee delivery within the week? A quick telephone call to the home office—collect from the prospect's desk—got an affirmative reply and the order was signed. Time lapse between question and answer: less than five minutes.

A glass container salesman, whose competition was moving in for the kill, had to know whether his company's engineering department could redesign a certain container without raising costs. He got his answer in 150 seconds by phone, the order in 160.

Unexpected bottlenecks can frequently be broken on the spot by telephone. And your customer is bound to be favorably impressed by your salesman's "get-things-done" approach.

11. Soothe ruffled feathers.

■ That order you wrote up three weeks ago hasn't arrived yet . . . favorite customer is the mistaken recipient of a dunning letter from your credit department . . . shipping

has sent the wrong size parts to a prime account. What to do?

Advises the general sales manager of a heating equipment company: "A man with a gripe needs someone to listen to him, not a pen pal. Get on the phone as soon as you can and get him to tell you the entire story. Encourage him to spell out the details. Let him recount every gory point. Ask questions until he really talks himself out. Be sympathetic. When he's finished—really finished—and gotten everything off his chest, repeat his complaint so that he knows you've paid attention, understood and cared. Make the necessary apologies and ask him to tell you how he'd like you to rectify the error. In a surprising number of cases, you'll find that just by listening, you've turned anger into something close to reasonableness."

12. Pat him on the back.

■ Has a customer recently been promoted? His kid won that college scholarship? Did he finally land the big account he's worked on for over a year? By all means, call him up and congratulate him. It's good public relations—and the kind of gesture that sticks in the mind.

13. Cancel cancellations.

■ Sometimes they're unavoidable; sometimes they're not. You can find out exactly which kind you're dealing with, quickly, by phone. Perhaps the customer needs to be resold. Maybe he misunderstood your terms. Possibly, it's a mistake. A call can provide reassurances, clear up

uncertainties. You may salvage something out of the cancellation—a smaller order, a future commitment.

14. Take advantage of time differentials.

■ The telephone cannot only transcend space—but time as well. A Pennsylvania salesman of a big-ticket item, for example, sells for three additional hours daily by calling West Coast prospects from 5:00 to 8:00 p.m., Eastern Standard Time (2:00 to 5:00 p.m. in the West) without interfering with his local routine. By the same token, western salesmen can profitably call cross-country as early as 6:15 a.m.

Depending on where you live and where you call, you can add one to three hours of productive selling time to any working day.

15. Replenish your prospect list.

■ Sooner or later, it happens to every salesman: a lead shortage. What faster way to add "live ones" to your list than to buzz satisfied customers and ask for names?

16. Sell products while they're en route.

■ A cancellation arrives in the mail after the order's been shipped. Under those circumstances, many companies have their salesmen call up other potential customers in the general vicinity of the shipment's original destination. Frequently, a customer is found for whom the merchandise is sheer

manna. Saved: the expense of having the shipment returned, attendant paperwork, a sale, good will all round. And the new customer will be impressed at how fast you get the order to him.

17. Upgrade sales.

■ "Just received your order. Thought I'd call to remind you that if you can increase it by two dozen, you'll be entitled to a 4% discount."

"I just got the word—prices will rise a dollar a ton next week. Add 25 more to this shipment?"

"I notice your order is 10% smaller than last year's. Is there a reason or could it be an error?"

By pointing out an overlooked factor to a customer you may get him to boost the size of his order—and earn his gratitude to boot.

18. Increase repeat orders.

■ Western Union calls up senders of birthday and anniversary telegrams 364 days after the original message was sent to remind them that that special occasion is rolling around again, offers to take another greeting over the phone. Florists, jewelers, department stores make memory-jogger calls to men who might otherwise forget their wives' birthdays, their own anniversaries.

It's a good idea. Do you have a customer who ordered in August of last year, but hasn't gotten in touch with you this August? Call him up and tell him so. It could be an oversight, one he'll be grateful to have pointed out to him. ■

And don't overlook telegrams

Telegrams can be a supplement to your telephone selling when you want to build sales, get fast action and impress customers, says Western Union.

Telegrams can be used to:

Acknowledge orders. Speedy acknowledgments impress customers with your business manners and your desire to give personal attention.

Get credit information. Accounts can be opened faster, cutting delays between order and shipment.

Distribute price and style change data. All your customers learn what's happening immediately. You can often pick up immediate orders.

Speed orders. Telegram blanks imprinted with skeleton order forms can be inserted in catalogs and circulars. They often stimulate immediate buying.

Expedite paperwork. Reports, price quotations, offers, inquiry answers, order placement and shipments, reminders of when to reorder—handle these by telegram and you'll save hours a day.

EIGHT THINGS TO DO

When you move people to

You can avoid some common mistakes companies make when they move a plant, open a new branch or simply transfer people to a new location. The tips given here are based on the experience of General Electric and other companies.

Surveys show that firms make common mistakes when they move people from one location to another.

These mistakes are expensive—a lot more expensive than they appear on the surface.

For example, uprooting puts stress on any family. How quickly an employee buckles down to his job in the new environment depends in part on what his company does to make the move easy for him.

There are ways to avoid making mistakes when you transfer people. These methods work whether you are moving your plant, opening a new branch or simply transferring one man to a new post in another location.

Based on the experience of General Electric and other companies, here are eight points to keep in mind when you move personnel.

Pre-sell the new location's advantages.

Gather all the facts about your new location. Then sell your personnel on all its benefits—educational, cultural and recreational facilities, for example. If living costs or taxes are lower in the new community, chart what their savings will be—new versus old. Of course, if the comparison is unfavorable, tell them that, too, but try to offset negative facts with positive ones.

You take a lot of the stress out of moving when people feel they are doing it because they want to, not because they have to.

Plan advance trips for selected personnel to acquaint them with the new area. If you search, you'll find more than the obvious benefits. Schedule talks by leaders in schools, churches, clubs, realty

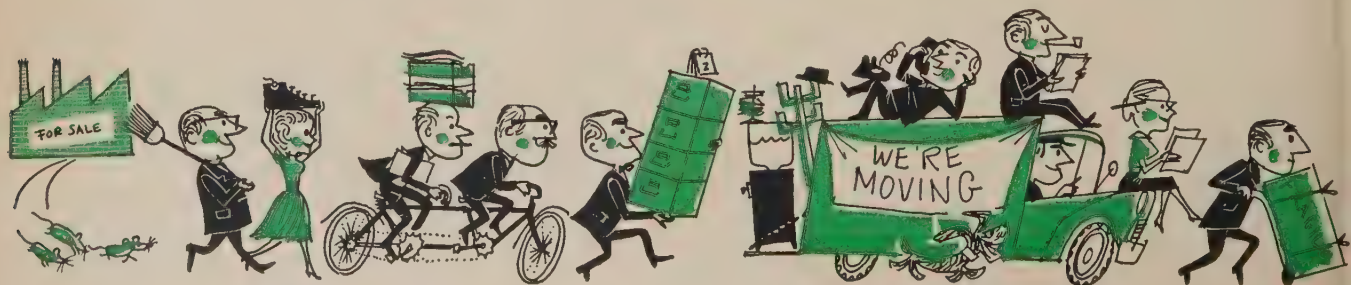
firms. Have your tour include shopping centers, service shops and restaurants. For those who can't visit the new location, show slides or movies of highlights of the new community. In short, sell your new surroundings as a desirable way of life to your selected personnel.

Give prime priority to orientation.

No matter what you do, there will be a grinding of gears when you transfer people. It takes time to get adjusted—so give your employees enough time. Accept the fact that some time will be wasted—don't fight it. But make the orientation complete at the time of the move. Don't let the process drag on indefinitely.

Pre-plan good neighbor policy.

Anticipate your new community role. Avoid being looked on as



a new location

foreigners." Unless friendly overtures are made, natives are apt to view newcomers with suspicion. This was the case when a New York City company relocated in a small New England town. The native "Yankees" were hostile to the "outsiders."

Foresee the problems your coming creates—the added stress on traffic, fire protection facilities, the strain on housing and school facilities. Do your part in relieving these stresses. Then tell your new neighbors what you're doing to make your presence an asset to the community.

Decide which people you want to keep.

Well ahead of time, review the records, skills, contributions and potentialities of your personnel, and decide which people you want to take to the new location, and which people you don't want to take. Weed out poor performers, problem personalities, deadwood. You can be business-like, at the same time kind. Problem people would likely be even unhappier when uprooted. Then, in turn, they can save face with friends by apparently preferring to stay behind when the move is made.

Don't take mistakes with you.

Study your policies, procedures,

practices. If necessary, reorganize right down the line before you move. Slough off problems, outmoded procedures, overlapping responsibilities, duplication of efforts. Realign organizational lines where necessary. Use the move to start fresh at the new location.

Review local pay practices.

You're in for trouble and dissatisfaction if you arbitrarily set rates—and upset prevailing scales in the new location. Local customs and fringe benefits should also be reviewed. View your compensation plans from the standpoint of both short and long range results—for transferred employees as well as new ones. If wage levels are set too high or too low, you stand to lose either way. Make them compatible with the rates in the new community.

Beware of raiding other firms.

You stand to lose far more than you gain by raiding other firms for employees in your new location. Luring away just a few key people can cause you to be black-listed by other employers. Gain acceptance by bending backwards to avoid the stigma of stealing talent from established employers.

Don't overhire.

Enthusiasm created by plans for



ABOUT THE AUTHOR

William Scholz joined the General Electric Co. in 1946 to plan and implement a public relations program for the application and merchandise department.

After serving in various public relations capacities, in 1956 he was named to consultant-communication and group relations services.

A graduate of the University of Michigan, he was a pioneer teacher of public relations at the University of Bridgeport.

the move cause some companies to overhire both in quantity and quality. Either situation is equally expensive.

Planned overtime and farming out of work at the old location prior to the move and gradual phasing in of work at the new plant can help prevent overhiring and subsequent layoffs.

Matching levels of talent and skill to job requirements will forestall dissatisfaction that results from hiring superior workers for posts beneath their capabilities.

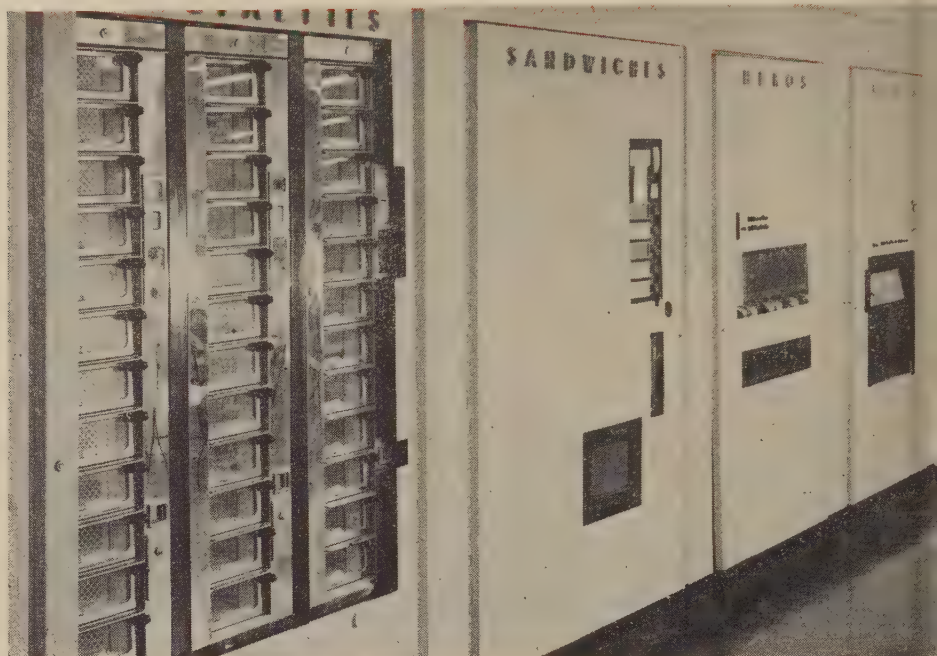
It's worth remembering that attitudes are more fragile than machines—and harder to repair. ■



How to add a personal touch to automatic food vending

BEFORE

When M. Lowenstein first installed its fully automatic cafeteria, employee patronage was high. But when the novelty wore off, employees went elsewhere.



When it comes to eating, people like the satisfaction of personal service. A vending machine cafeteria has many advantages — notably economy — but it lacks the personal touch. For some employees, food loses some of its savor without the ceremony of personal service.

Yet the advantages of vending machines can't be ignored. They eliminate the cost of cafeteria personnel, of special plumbing and utilities, and of food preparation and dishwashing equipment. Furthermore, in the beginning, there's the novelty of vended sandwiches, beverages and even hot dishes. But when the novelty wears off, a fully vended cafeteria often loses its appeal.

Now many companies have found a way to get the cost advantage of in-plant food vending and eliminate the disadvantage. The method is simply to combine vending machines with personal service at a simplified cafeteria

counter. A variety of prepared foods can be brought in, stored briefly and served quickly. By using paper plates and cups, there is no dishwashing problem and sanitation is insured.

Here are capsule case histories of how three companies have successfully combined vending machines with counter service.

A New York headquarters

M. Lowenstein, major textile converter, with 1,000 employees in its New York headquarters, opened a fully automatic cafeteria in 1955. It was handsome, efficient and widely publicized as a model installation. At the start employee reaction was enthusiastic. Approximately 60% spent their entire hour for lunch there—good patronage in the center of New York City.

By the summer of 1957, however, participation had fallen off seriously and M. Lowenstein requested that four of the 11 food machines be removed and replaced with a

serving counter with an attendant in charge. Reasons were largely psychological. The employees, the company decided, felt a need for more graciousness in their food service and were dissatisfied by the lack of ceremony inherent in vending machines.

The revised operation takes very little extra space and patronage has increased again one-third.

A Chicago newspaper

The Chicago Sun-Times anticipated the need for personal service by installing a semi-automatic cafeteria that combines the advantages of fully automatic vending with those of a service counter.

Thirteen vending machines, most in special niches in the walls, are located next to the service counter. Machines serve five pastries, six hot food dishes, three kinds of milk, three juices, 24 desserts, plus hot coffee, soft drinks, ice cream, candy, cookies and cigarettes. The counter serves hamburgers, cheese

After the novelty wears off, employees may boycott a vending machine cafeteria because it lacks the personal touch. Here's how to inject that personal touch without losing the economy of automatic food vending.

AFTER

Then the company revised its cafeteria to combine the economy of vending with the appeal of personal service. The change brought lost patrons back.



sandwiches and, the most popular item, frankfurters. Hostesses are on duty from 9:00 a.m. to 2:00 a.m. every weekday. A serviceman is there from 7:00 a.m. to 4:00 p.m. on weekdays and half a day on Saturday.

The vending machine operator furnishes food, personnel, condiments and paper plates. The Sun-Times furnishes the facilities, water and electricity. Commissions go to the newspaper's credit union and are returned to employees as dividends.

Patronage is excellent, averaging better than 67%.

"Round-the-clock traffic checks convince us more than ever that we have found the right answer," says Walter Bishop, credit union president.

A Virginia plant

The General Electric plant at Lynchburg, Va. needed feeding facilities that would grow in stages with the anticipated growth of em-

ployment from 600 when the plant opened to a full complement of 1,000.

As a first stage, 21 vending machines were placed in the 250-seat dining area to provide a full-line, fully-automatic cafeteria. Later a 21-foot counter and facilities for all-paper food service were incorporated into the line. No vending machines were eliminated; and workers in a hurry can still get a full meal automatically. For greater variety they go to the counter.

Similarly successful installations have been made recently at GE's Specialty Products plant at Waynesboro, Va., and in the American Tobacco Co. plant in Reedsville, N. C.

Opinion is by no means unanimous, however, on the need for counters to supplement vending machines. The Victor Division of Radio Corp. of America in Camden, N. J. has been using more than 560 vending machines in 22 fully automatic lunch stations for

seven years. No changes or refinements are planned, according to Martin O'Shaughnessy, manager of the food service division.

There are many things to consider when you have to decide on your food service arrangements. Your type of business, the kind of worker you employ, and your location are all tangible factors in determining the kind of food service you need. Here are three final considerations:

- Half-hour lunch periods, now standard for a considerable number of production and office workers, encourage fully automatic cafeterias by putting a premium on speed.

- Older workers and women tend to miss the human element more than younger people, according to one in-plant feeding authority. They miss the loss of some of the ceremony and service aspects of dining.

- Virtually all employees demand a wider variety of food as their pay increases. ■



Will work music really cut your labor costs?

There's been a lot of nebulous talk about the effect music has on workers. Here's an article based on solid fact that can tell you whether work music will be a cost cutter for you or just an unnecessary frill.

THIS ARTICLE TELLS



**The results work music
can produce**



**How much work music
really costs**



**Where work music
should be used—and
where it shouldn't**

There's no guarantee that productivity will go up in your company if you install work music.

But results other companies have gotten make the economics of work music too important to ignore—especially if you are looking for ways to stop runaway labor costs.

No employee works at his optimum capacity, as everyone knows.

A MANAGEMENT METHODS survey (July '58) shows that the majority of top executives realize their clerical and production workers are producing at 20% to 50% below their maximum ability.

Leading industrial engineers take an even dimmer view. A recently compiled study based on years of investigation and experience states that clerical and production workers rarely produce at more than 50% of their capacity.

What is behind this huge waste? The experts say that monotony, boredom, fatigue and tension are the four major causes of low worker output.

Properly planned work music can often help you bypass these production roadblocks.

Scientific studies show that work music improves the efficiency of clerical and production workers

in many different circumstances.

"Music may be beneficial for a number of reasons," says industrial psychologist Norman Maier, "[but] one of its most favorable effects is its influence on boredom."

Because it attacks monotony, boredom and other causes of worker tensions, work music reduces:

- Errors
- Employee turnover
- Time wasted
- Absenteeism and tardiness
- Accidents

Here are some classic case examples that illustrate these five points:

Lever Bros. Co. had to void nine checks out of every hundred that came from the Accounts Payable Section of its New York office because of errors.

After work music was put in, only five checks in every hundred were thrown out. Errors decreased 38.6%.

Eastern Airlines' turnover rate in its New York reservations office in 1955 was 17% above the national average.* Though every effort was

*In 1955, the turnover rate at Eastern Airlines' New York reservations office was 36%. The 1955 national average turnover figure was 19.2%.

made to create a pleasing environment for the employees—a large, well-lighted, air conditioned, cheerful room to work in—Eastern could not hold its office personnel.

A music system was installed. In just nine months, turnover dropped 53%.

Fischer Lime & Cement Co. of Memphis, Tenn., had a productivity problem in its drafting room.

Work was slowing down and deadlines were not being met because the draftsmen were wasting time in idle talk and frequent trips to the water cooler. In short, they sought their own kinds of relief from monotony.

A study made after work music was put in showed a significant drop in time wasted—and a resultant increase in productivity of 20%.

Loft Candy Corp. worried about a high absentee rate in its packaging factory. A survey revealed the cause was apathy—a reaction to job boredom.

On the advice of a management engineer, Loft installed work music. Four months later, absenteeism had dropped 7%, tardiness was all but eliminated and employee output went up 9%.

The Sanitary Bag & Burlap Co. found the major cause of accidents with its high-speed electric knives was operator inattentiveness.

To attack this problem, the company installed a music system.

Says President S. Gilman, "We have not had a single accident since the installation."

How much does it cost?

A survey by one of the leading suppliers of work music shows that a music system costs the average company one half of one per cent of its payroll.

Eastern Airlines, for instance, estimated savings of \$60,000 when its turnover dropped 53.3% in nine months. The music service cost approximately \$1,000 for the nine month period.

Even if only 10% of the savings were attributable to the music, the service would have been paid for six times over.

How much will work music cost you? It depends on these variables:

- Number of machines
- Noise level
- Speakers needed
- Amplification required
- Distance from music studio

The charts on pages 42 and 43 show how a music analyst "measures" a typical plant or office for a "fitting." Included are cost breakdowns on both leased and owned equipment.

The cost of work music also depends on another factor: the kind of system you want.

Three kinds of systems

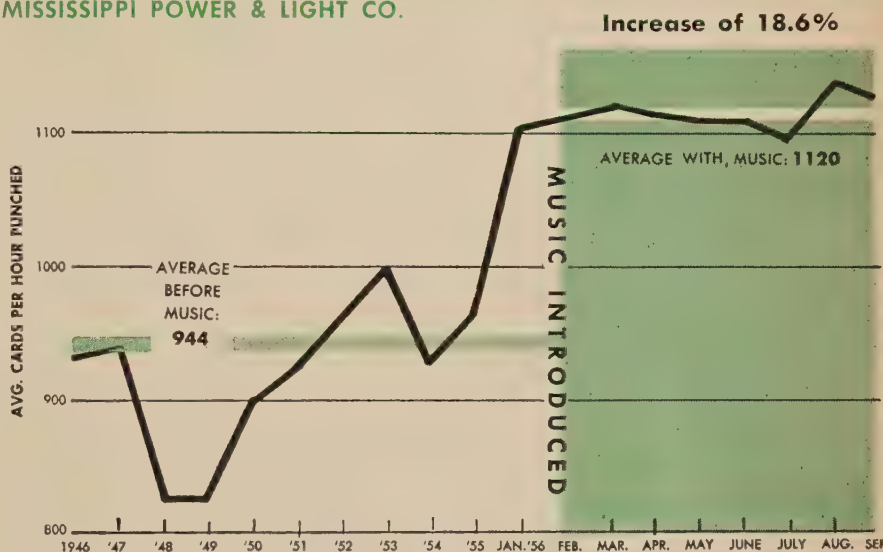
Basically, there are three systems.

With two of the systems, music is piped into speakers in the plant or office from a studio somewhere else in the city. The third system is entirely self-contained; record players (or tape recorders), speakers, and amplifiers are all installed in your own office.

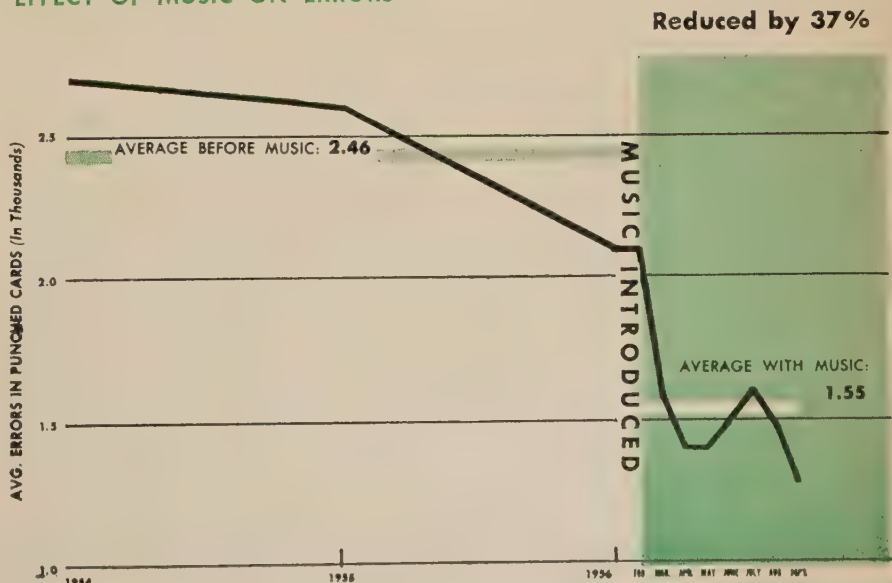
Here's how each system works:

FM radio system: With the first system, the music is programmed and played in a central studio in a given city and distributed to subscribers by FM radio. It is available 16 to 24 hours a day, 365 days a year. All that is installed in your office is a system of special receiving sets. You merely flip a switch in your

EFFECT OF MUSIC ON KEY PUNCH PRODUCTIVITY AT MISSISSIPPI POWER & LIGHT CO.



EFFECT OF MUSIC ON ERRORS





HOW MUCH MUSIC COSTS IN THE OFFICE

The cost of music in your office is determined mostly by the room size and shape, number of workers, machine noise and number of sound deadeners such as drapes and heavy rugs. Here's how a typical office is analyzed for music.

Analysis

Size of room	20' x 40'
Ceiling Height	9'
Walls	Glass and plaster, with venetian blinds and wool drapes
Floor	Asphalt tile
Ceiling	Acoustical tile
Number of workers	10
Machines	Eight typewriters, two adding machines
Noise level	70 decibels
Distance from studio	Two miles

Requirements

Speakers needed	Three — 8" cone type, full range reproduction
Amplification needed	Six watts

Costs

	Contract length		
	1 year	3 years	5 years
Leased equipment per month: (includes maintenance)	\$46.20*	\$42.00*	\$37.80*
Owned equipment, per month: (Not including upkeep)	\$38.50*	\$35.00*	\$31.50*
Installation charge:	\$70.00	\$70.00	\$70.00
Additional telephone line charges:	0	0	0
Additional FM radio charges:	0	0	0
Federal tax:	8%	8%	8%

*Includes ASCAP and BMI music performance fees

office or plant to turn the system on.

A special "beep" cuts out news broadcasts and commercials which occur every other 15 minutes. Another "beep" turns the system on again when the news is over.

No playback equipment—phonographs or tape recorders—is required on your premises, so no machinery must be looked after and maintained.

No employee has to take time out of his job to load or look after playback equipment. If the equipment is leased, it is checked periodically by technicians from the music supplier.

"Piped in" system: This system is just like the first system, except that the music is piped into your office via telephone lines. There is usually no appreciable difference in cost to you between the FM radio service and the telephone line service. Therefore the choice between these two methods is most often determined by how far your office is from the central studio.

"On premises" system: With this system recorded music is played on a phonograph or tape recorder located on your own premises. Records or tapes are furnished by the music service. They can be installed in the playback equipment by your own employees or by music service technicians who call periodically. The playback equipment is not usually installed by the music suppliers. Some suppliers design playback equipment and job out the manufacturing. You can either buy or rent it directly from the manufacturer. Most suppliers will recommend reliable playback equipment to you.

If you buy a playback unit, the cost is about \$1,000 plus installation charges. These units normally require less than seven square feet of floor space, but they must be readily accessible at all times.

Someone in your company must be assigned to maintain the equipment, service it, change and select records and tapes. Since these people are rarely trained in the proper programming of work music, this system might not be as effective as the first two.

Where work music works

Work music produces the best results when it is used to break the



monotony or tension of a routine operation. Since clerical and industrial workers are most subject to repetitious work, on-the-job music stimulates these types of people best.

In 1943, a University of Cincinnati psychologist, Dr. A. G. Bills, reported that musical stimulation definitely speeds up plant production. His report stated: "... the playing of music during work hours in the industrial plants of England ... [increased] output as much as 13%.

Music is effective in boosting the amount of routine work an employee can turn out partly because it helps to create a pleasing environment. If an employee likes the place he works, most likely he will be more interested in the work he does. Interest eliminates boredom.

Psychologists say boredom is a purely mental state—a conscious or subconscious resistance to the imposed condition of repetitive work. Music is a mental relief. It gives the worker something to concentrate on besides the unpleasant aspects of his job.

Since routine work requires little creative thinking, there is no danger that music will distract the worker from what he is doing. In fact, work music experts say that the rhythm in music helps workers work more efficiently.

Different types of music are used for different types of jobs. Experience shows that whereas rhythmic music is best for industrial workers, ballads and more romantic music seem to get greater output from clerical workers.

Acoustical problems

A common misconception is that work music can be used only in rooms where the noise level is not high. The fact is that music can be used successfully in a "noisy" plant, sometimes with more profitable results than in an office.

Muzak, one of the largest suppliers of work music, has installed music systems in such noisy places as the press room at Continental Can Co.'s plant in Milwaukee, the work areas of Utica Drop Forge and in dozens of linotype rooms.

"In those places where it seems

The cost of music in your plant is determined mostly by the size of the room, ceiling height, sound-reflecting wall surfaces and noise level. Here's how a typical plant is analyzed for music.

Analysis

Size of room	20' x 40'
Ceiling height	14'
Walls	Brick and glass
Floor	Wood
Ceiling	Steel and concrete
Number of workers	12
Machines	Six lathes, four drill presses
Noise level	80 decibels
Distance from studio	Four miles

Requirements

Speakers needed	Four — 8" cone type, full range reproduction
Amplification needed	Eight watts

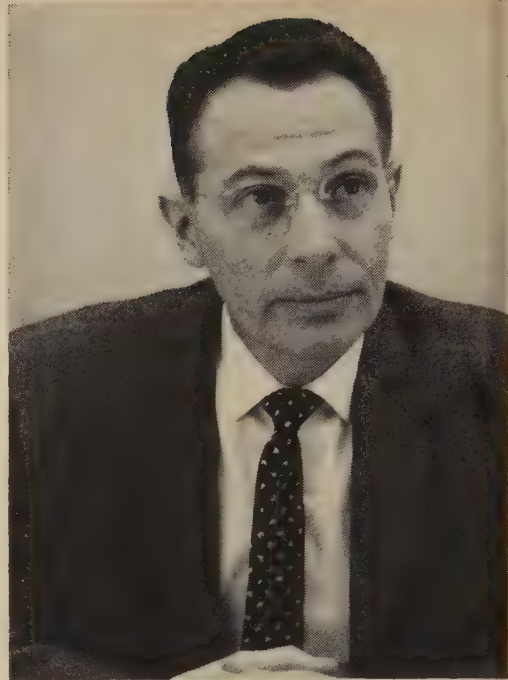
Costs

	Contract Length		
	1 year	3 years	5 years
Leased equipment per month: (includes maintenance)	\$50.05*	\$45.50*	\$40.95*
Owned equipment per month: (Not including maintenance)	\$41.25*	\$37.50*	\$33.75*
Installation charge:	\$70.00	\$70.00	\$70.00
Additional telephone line charges:	0	0	0
Additional FM radio charges:	0	0	0
Federal tax:	8%	8%	8%

*Includes ASCAP and BMI music performance fees

CONTROL AT HERTZ

**“Moore forms help us
get Rent A Car
reports days sooner”**



R. A. Petersen, Assistant General Manager,
Rent A Car Division of The Hertz Corporation

Hundreds of Rent A Car stations in cities all over the country mail complete daily reports to Hertz' Chicago central office. These reports cover over a million auto rentals a year, and they must be presented in summary to all levels of management for forecasts, market analyses and budget decisions.

In the past, these summaries were prepared manually from the daily reports. Rapid growth in Hertz' Rent A Car business required conversion from thousands of hand operations to an automated system.

With the automated system, the monthly revenue reports are ready days earlier, and contain more detailed information. The system is built around electric accounting machines, using punched cards. The only manual step is the initial key-punching of four cards for each daily report. From them, a preliminary weekly revenue report is run off, balanced and proved. For the full-scale summary, each month's cards are used again, and the machines automatically print the four sections of the monthly revenue report on specially designed continuous forms. The sections are two Credit Sheets, a Debit Sheet and a Statistical Summary of car rentals. Automatic machine accounting and printing eliminate all copying errors and the forms provide accurate copies of all reports for every office need.

“The Moore man's advice was a great help in designing the forms which we use in our system,” said Mr. R. A.

Petersen, Assistant General Manager at Hertz. The forms are continuous three-part Moore Speediflo forms—the company's control in print.



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Build control with

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music hasn't a chance of being heard, production has risen measurably," says a spokesman for Muzak Corp.* "Actually, it's not too difficult to hear music over the din of machines. Noise is limited to a narrow band of frequencies. A broad band of frequencies can be carried on a high quality sound system. In effect, the music is heard 'around' the noise frequencies."

Where music doesn't work

Despite the profits many companies have gotten from work music it's wrong to install work music on the assumption that it will automatically increase the output of every employee.

A survey published in Industrial Relations News (Feb. 18, 1958) shows that executives and people who do creative work find music distracting. More than half the firms surveyed stated they used music only in departments where there is little or no creative work.

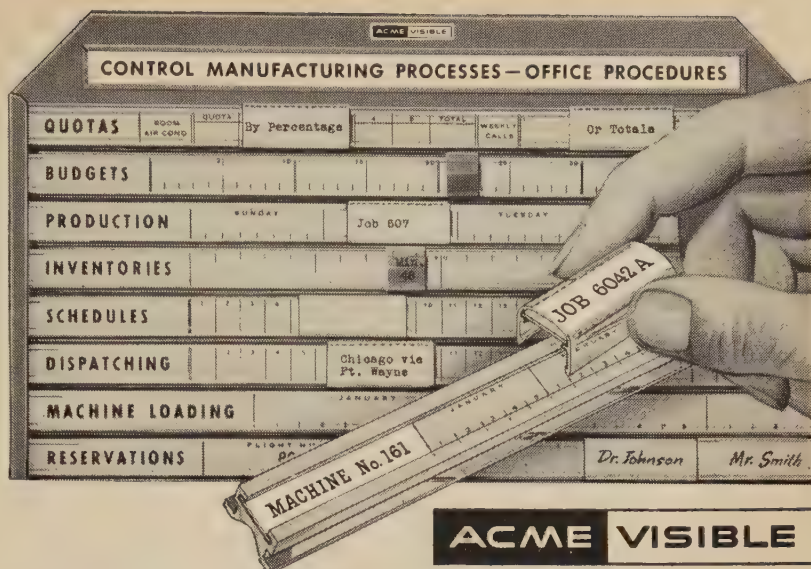
One copywriter puts it this way: "I get an idea and start to develop it. Then I find myself trying to recall the words to the music I'm hearing. Music interrupts my chain of thought."

Experience shows that work music can be a definite hindrance to a job that requires a high degree of concentration. Law or accounting offices, for instance, would not likely derive much benefit from work music.

It's also impractical to install work music where the number of workers is low compared to the size of the area the music would have to cover. It would be prohibitively expensive, for example, to install a music system for the four men who tend a giant generator plant in Oregon.

It can be a waste of time and money to install work music where the roar of machinery would almost drown it out. "It's always possible to surmount factory noise with the right sound equipment," says a prominent acoustics engineer, "but by the time you paid for the amplifiers you'd need to service a boiler works, you'd have spent far

*This company offers a factual booklet on the effectiveness of work music in varied situations. For a free copy, circle number 246 on the Reader Service Card.



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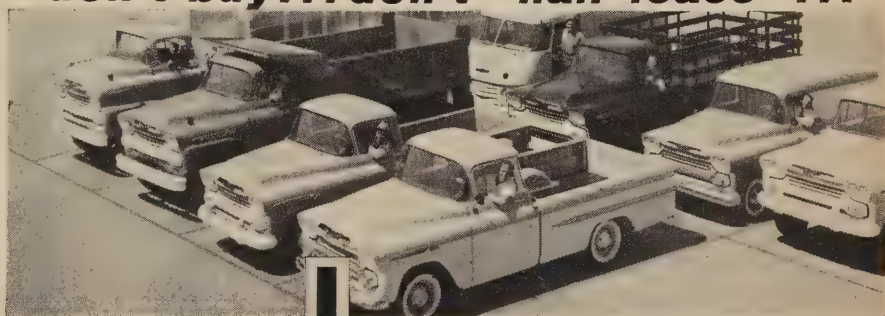
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Attention _____

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City _____ Zone _____ State _____

don't buy... don't "half-lease"...



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CHECK these reasons for choosing a **nationalease** firm: ✓ **Experienced** nationally, but **locally** owned. ✓ **Cost** geared to the local area, flexible in scope. ✓ **Service** garages **owned, equipped and staffed** by the lessor, well-managed to effect maximum efficiencies. ✓ **Extra** equipment **always available** for peak-load or accident emergencies. ✓ **Adaptable** to unusual needs, special equipment, off-point locations. ✓ **Reliable—preferred!**

LEASE...for Profit! **nationalease** service doesn't add to your cost... it saves! Saves unproductive capital and management time you now spend on trucks. All you do is supply the driver, then operate the truck as if you owned it.

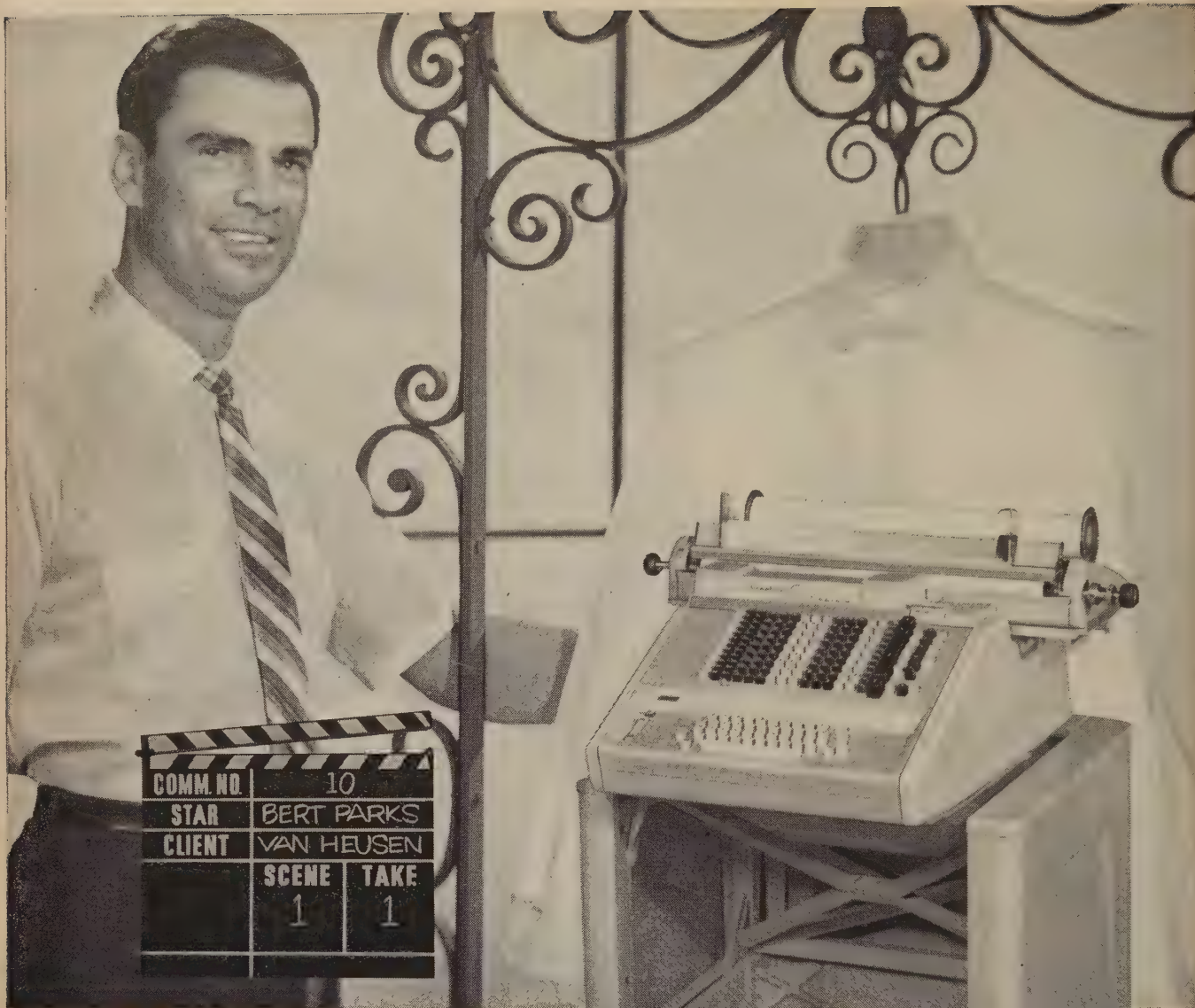
Write us for the name of the **nationalease** company in your area, and descriptive brochure.

NATIONAL TRUCK LEASING SYSTEM

Members in principal cities in the United States and Canada •

23 E. JACKSON BLVD., SUITE M-7 • CHICAGO 4, ILLINOIS

(Circle number 125 for more information)



Burroughs Typing Accounting Machines pay for themselves every twelve months at *PHILLIPS-VAN HEUSEN*

One of the modern shirt-making greats, Phillips-Van Heusen Corporation, has a century-long record studded with advances in the styling, quality and durability of men's shirts.

Progressive in its products, progressive in its management, too, Phillips-Van Heusen mechanizes its big payroll job with Burroughs Typing Sensimatic Accounting Machines.

Says Phillips-Van Heusen President

Seymour J. Phillips: "Through the savings they make in our payroll operation, our Burroughs Typing Accounting Machines pay for themselves every twelve months. However, cost savings are only part of the story, for we are very pleased with the uniformity, neatness and general efficiency that this advanced descriptive accounting equipment has brought to our operation."

Whether your firm is large or small—

whether your problem child is descriptive or numerical accounting or other data processing—there is a proved Burroughs answer ranging from advanced accounting machines to giant-capacity electronic computer systems.

Call our nearby branch office and have a Burroughs systems counselor demonstrate the answer to your problem. Burroughs Corporation, Burroughs Division, Detroit 32, Michigan.

Burroughs and Sensimatic—TM's



Burroughs Corporation

"NEW DIMENSIONS / in electronics and data processing systems"

(Circle number 104 for more information)

more than you could save in production increases."

Planned vs. unplanned music

You could design your own house, but the chances are 100 to one that an architect could do a better job.

It's the same with work music.

You can have an on-premises system installed and plan the music yourself. But you won't get the most profitable results from work music unless the music is planned scientifically.

Work music is played to eliminate boredom and awaken interest in a job. Musicologists say that the arrangement and instrumentation of a tune has much to do with its effectiveness.

Take "The St. Louis Blues" for example. Done in a march tempo, it arouses excitement. A slower "blues" arrangement gets a different reaction.

Work music should be of a special type especially recorded and programmed for a specific reaction — increased interest in a job.

If planned properly, the same work music program is seldom, if ever, repeated. Careful consideration goes into the time of day that each selection is played. Music with the greatest "lift" is programmed so that it falls during the normal ebb energy periods in mid-morning and mid-afternoon.

"Extras" in a music system

You can get more from a music system than just music. A properly engineered music system can be used for both signaling and paging.

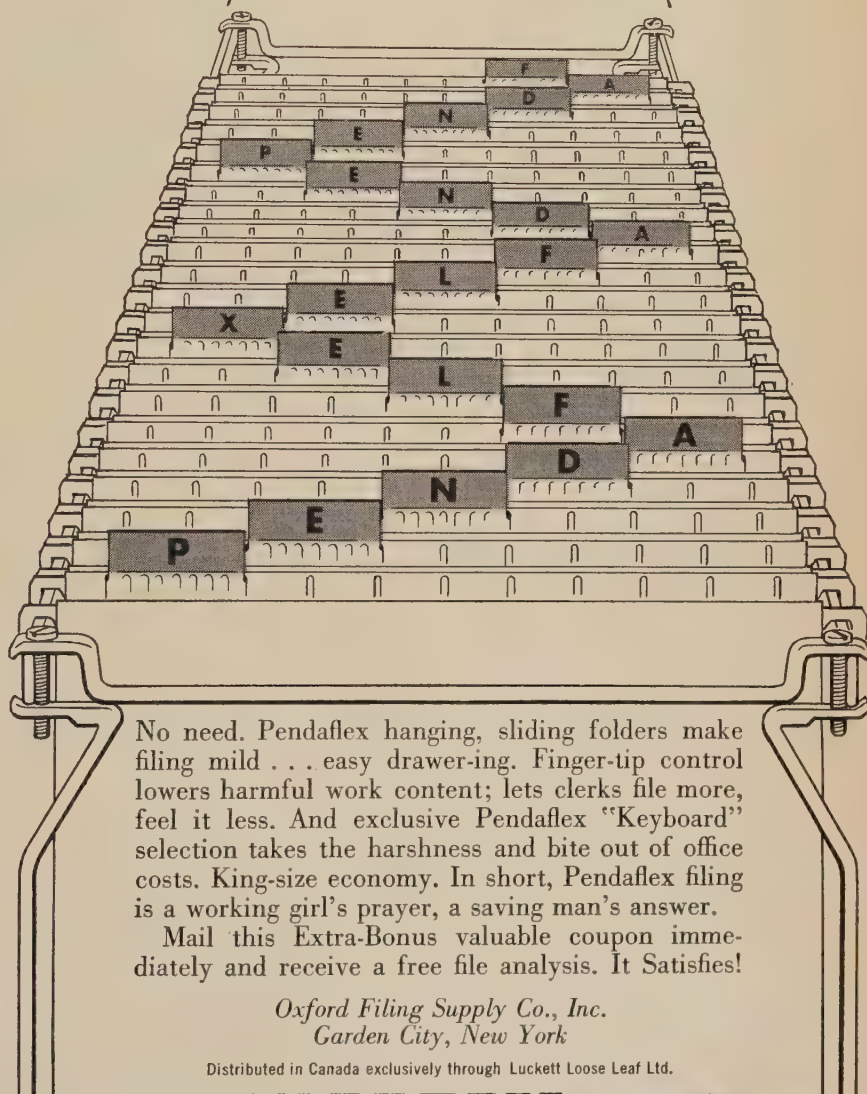
Announcing company information through the system can do much to cut down on the detrimental effects of a rumor-laden grapevine.

In the Helen Curtis cosmetics plant fire in Chicago, the sound system was used to a triple advantage. The company used it to warn employees of the danger, give them evacuation instructions, and relay fire-fighting instructions to the firemen inside the plant.

Whether or not work music will work for you is determined by a number of variables. But if you are looking for ways to build profits by building productivity, work music is well worth your consideration. ■

Why PENDAFLEX®

has
no
filter-tip



No need. Pendaflex hanging, sliding folders make filing mild . . . easy drawer-ing. Finger-tip control lowers harmful work content; lets clerks file more, feel it less. And exclusive Pendaflex "Keyboard" selection takes the harshness and bite out of office costs. King-size economy. In short, Pendaflex filing is a working girl's prayer, a saving man's answer.

Mail this Extra-Bonus valuable coupon immediately and receive a free file analysis. It Satisfies!

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Garden City, New York*

Distributed in Canada exclusively through Luckett Loose Leaf Ltd.

OXFORD FILING SUPPLY CO., INC.
4-7 Clinton Road, Garden City, N. Y.

Please send everything that is free...including
File Analysis Sheet.

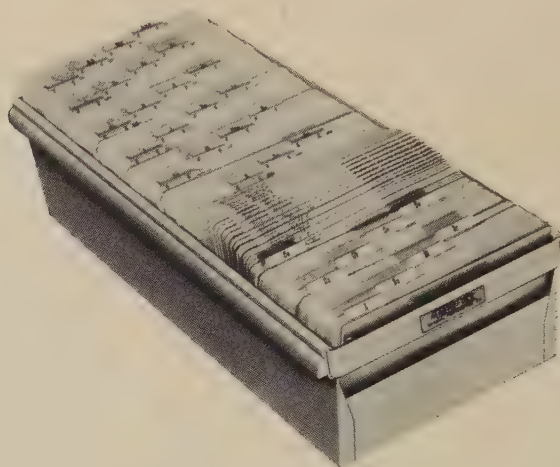
NAME _____
FIRM _____
STREET _____
CITY _____ ZONE _____ STATE _____



(Circle number 128 for more information)

One manufacturer saved 40 manhours per week when he replaced his obsolete inventory system with electro-magnetic card files. He also eliminated delay and costly errors. Here's how you can get the same results with this modern inventory control procedure.

Cut inventory costs with magnetic card files



PROBLEM: *To maintain up to date, accurate inventory controls.*

SOLUTION: *A magnetized combination traveling requisition and perpetual inventory card system.*

RESULT: *Reduced manhours and labor costs = increased accuracy and efficiency in inventory control.*

Inventory costs and manhours spent in inventory control procedures are probably out of control in your company.

This statement is almost certainly true if your company is among the many which still employ the archaic, loose-leaf binder system to keep track of inventory and supply stocks.

The Russell, Burdsall & Ward Bolt and Nut Co. of Port Chester, New York, is one progressive manufacturing company which recently sat back, took stock of itself, and decided something had to be done to modernize its own system.

The problem

Purchasing Agent Charles Steers, when he joined the company, found a typically obsolete system of inventory card filing utilizing some 70 binder books each containing hundreds of loose-leaf sheets. These were bulky to handle and hard to store. To order a tool from stores under this old system a tool order had to be written out duplicating pertinent information found on the loose-leaf sheets. This was not only time consuming, but also involved the possibility of errors in copying.

For tools purchased from outside

concerns, a requisition had to be prepared by again returning to the loose-leaf binders for information. Historical data on the last two orders had to be given to the purchasing department on this form so they could decide the most economical quantity to buy.

To work under this system a lot of writing was necessary and it took a minimum of three people to perform the numerous functions.

The solution

The company found it could eliminate its entire binder book system and economically install a

completely mechanized inventory control system utilizing two cards for each stock or purchase item.

This modernization was accomplished by the installation of a Magne-Dex magnetic filing system, a product of The General Fireproofing Company of Youngstown, Ohio. The system operates on the principles of electro-magnetism.

How it works

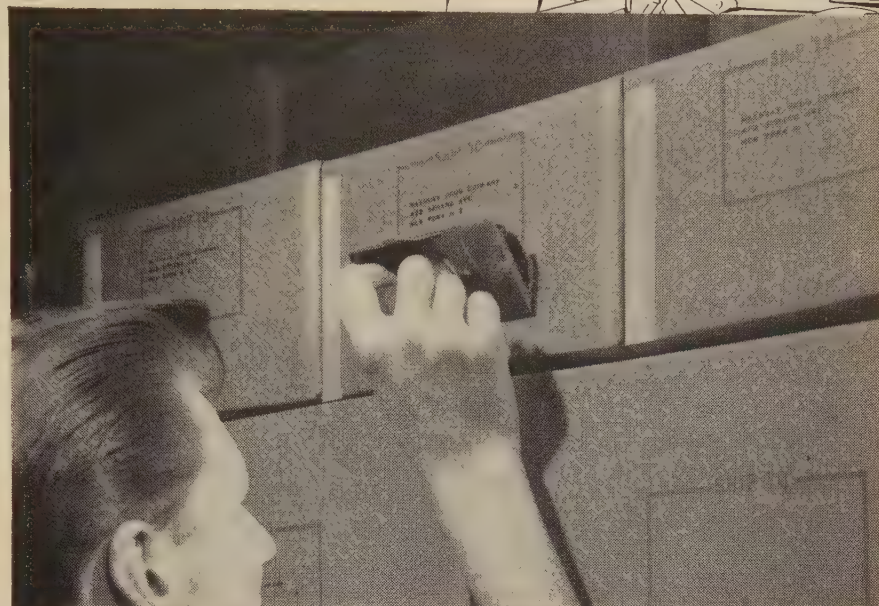
Keynote of the new system is the construction of the inventory cards themselves. In each side near the top of every Magne-Dex card, a small piece of steel is laminated. This steel—only .002" thick—has a mild temper so that it can be put into a typewriter or bookkeeping machine and yet is able to snap back to its original flat shape when not under pressure. Solid permanent magnets run from front to rear in the inner sides of the metal trays in which the cards are housed. The metal strips in the cards are magnetized to repel each other causing the cards to fan out when the pressure of the control plate is removed. This makes the first two or three lines of the indexing information easily visible. The operator can see, identify and pull out the card selected immediately. There is no problem of cards sticking together.

Outside tool purchases

For outside tool purchases, the operator pulls the selected requisition cards from the file drawer, checks the balance in stock from the accompanying perpetual inventory card, (which, incidentally, always stays in the file), places it in an envelope and sends it to the purchasing department. There they write three numbers and a vendor code on the card and return it to tool stores. Previous purchase information has been posted on the card, so there's no need for an additional card (as in the old system) to be sent to purchasing.

After the order is complete and the material requested delivered, a line is drawn through the purchase order information and the Magne-Dex card goes back into the file. When the traveling requisition card

Just type a stencil...
and "touch" your cartons



Fastest, easiest way to address your multiple carton shipments

Weber "Touch-Stenciling" replaces labels and stencils boards. It's fast, neat and systematic

Want a quick, easy way to address shipping cartons? Then try this new Weber "Touch-Stenciling" system—means no more stencilboards, rubber stamps or label typing.

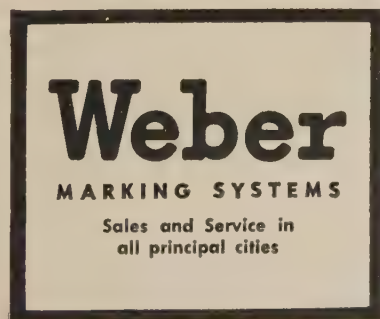
Shipping cartons, pre-printed with "Ship-To" label frames, are addressed by simply printing the customer's name and address within the frames with a Web-O-Print hand duplicator. It prints from a stencil that you can type or handwrite. Just a "touch" on the carton leaves a clear, sharp, permanent print.

With a smooth, one-hand motion 40 to 50 cartons can be addressed in a minute. After the shipment is addressed the stencil is thrown away, saving filing time and space.

Weber stencils can be prepared as part of your order-invoice writing procedure to save time and eliminate shipping errors. They can be cut as a by-product of forms typing on manual or electric typewriters, automatic accounting machines and other modern office equipment.

FREE BOOKLET TELLS SAVINGS STORY!

Write today for new booklet—How to Save Time and Money with "Assembly Line" Shipment Addressing.



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Weber Industrial Park
Mount Prospect, Ill.

Send me your bulletin on "Assembly Line" Addressing Systems.

Company _____

Individual _____

Position _____

Address _____

City _____ Zone _____ State _____



(Circle number 134 for more information)

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1/4-20 Plus .001 Taps for 1/4 DB Mach. B/P TT-A-002-2 Item 7

033

27

TRANS	10-22-58	3619	1/459	50	2079
10/25	110	3324	1/659	40	2054
10/31	240	3269			
11/5	30	3239			
11/10	120	3119			
11/10	60	2805			
11/13	90	2964			
11/17	60	2909			
11/19	60	2509			
11/24	60	2789			
11/25	90	2649			
11/28/58	60	2639			
11/28	90	2549			
11/28	30	2579			
11/30	60	2549			
11/30	60	2399			
11/30	30	2309			
11/30	60	2279			
11/30	60	2219			
11/30	30	2189			
11/30	30	2159			

1/4-20 plus .001 Taps for 1/4 DB Mach. B/P TT-A-002-2 Item 7

033

S.W. Card
Pratt & Whitney

Date	Yard	Purch. Ord. No.	Quant.	Unit Cost	Date Comp.	Date O. d.	Yard	Purch. Ord. No.	Quant.	Unit Cost	Date Comp.
11/15/58	A 1450	5000	96	23.56							
11/15/58	A 1454	5000	96	24.52							
11/15/58	B 14169	5000	96	24.51							
11/15/58	A 14170	5000	96	24.57							

SUMMARY OF USAGE

11/15/58 11/15/58

Date	Yard	Purch. Ord. No.	Quant.	Unit Cost	Date Comp.
11/15/58	880	515			
11/15/58	880	515			
11/15/58	220	345			
11/15/58	220	345			
11/15/58	100	235			
11/15/58	100	115			
11/15/58	220	425			
11/15/58	220	600			
11/15/58	100	850			
11/15/58	400	570			
11/15/58	400	570			

TRAVELING REQUISITION

R. E. & W. BOLT & NUT CO.

Perpetual inventory card (above) stays in file, tells balance in stock at a glance. Traveling requisition card (below) has vendor, quantity bought and delivery data.

is out of the file, a small red metal tab is attached to the matching perpetual inventory card to signify its absence.

Factory made tools

When a factory-made tool is ordered, the same two card system is used. The only difference is in the indexing information and the route taken by the requisition card.

Here, colored traveling requisition cards are used for department identification and are issued by tool stores. The only notation which has to be made on the card is the quantity of tools desired. The card is then sent to the tool room foreman who uses it as his authority to make the tools.

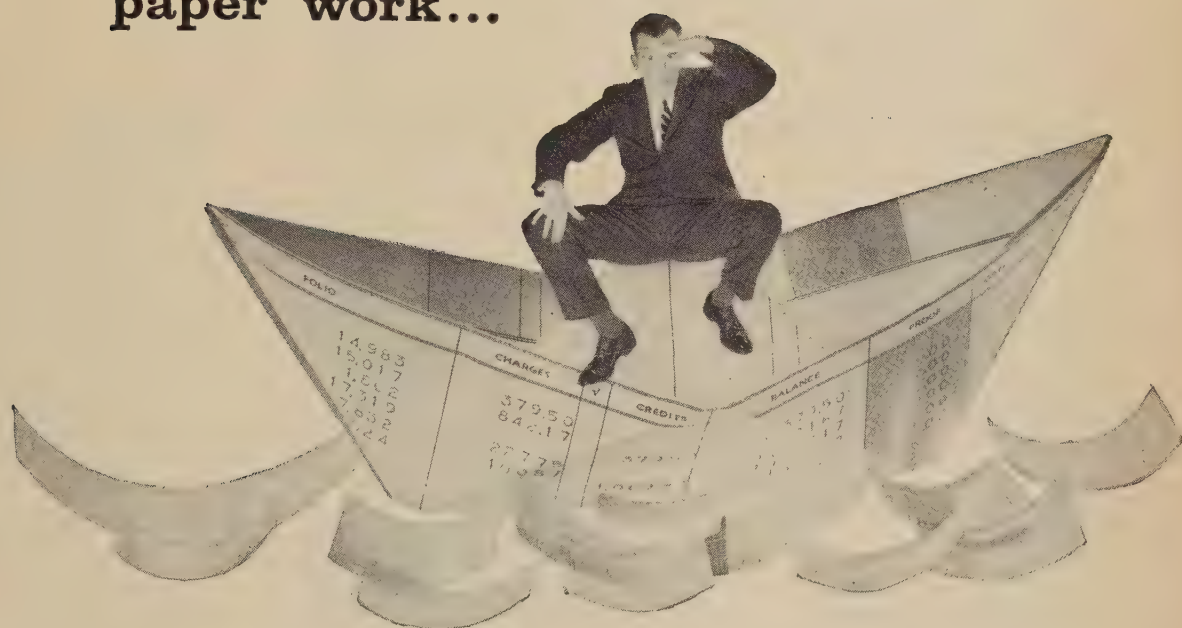
The travels of the card do not

stop with the foreman, however. Next it goes from one machine operator to the next and follows each manufacturing operation. When the manufacturing cycle is complete and the tools OK'd by final inspectors, the traveling requisition card is returned to the tool stores clerk. He files it, indexed by department, until the same tool is required again. Then, the same procedure is followed.

The result

Where three clerks were required under the old system—now two are used. The saving—40 manhours per week. Just one more example of a small investment in modern equipment paying for itself over a few short months. ■

If you're
"out to sea" in
paper work...



get on solid ground by consulting one of Reynolds & Reynolds expert representatives! They've helped hundreds of large and small companies simplify paper work procedures. Reynolds & Reynolds will design business forms to meet your own particular requirements . . . and coordinate these special forms into an integrated system which will streamline your entire office procedure. Reynolds & Reynolds

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Let a Reynolds & Reynolds representative go over your paper work with you . . . no obligation! See list on adjoining page . . . call today!

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40 MILES TO DAYTONA BEACH

30 MILES TO NEW SMYRNA BEACH

FREE . . . Write for **FACTS OF LIFE IN Sanford.**



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Seminole County

CHAMBER OF COMMERCE
DEPT. 6, SANFORD, FLORIDA

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Business electronics

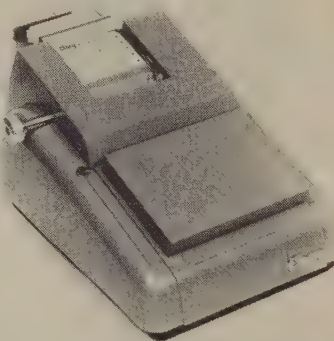


Read-out form printer has 12-decade capacity

Clary Corp. has developed a read-out form printer with an automatic form ejector. Its uses include recording automatic check-out data, logging instru-

controlled data independent of data columns. The solenoid-operated form printer weighs 40 pounds and measures 20 by 11 by 9 inches.

For more information on this 12-decade capacity printer, circle number 264 on the Reader Service Card



Paper transport mechanism on unit precisely positions printed forms

mentation data, quality control reports, inspection records and printing labels and tags.

Printing data sources include digital volt meters, shaft position transducers of both the decimal and coded types, EPUT meters, electronic counters, step switch banks and relay banks.

An original and three carbons can be printed on special "carbonless" paper — either 3½ by 7 inch or 3½ x 3½ inch sizes at the rate of 2½ lines per second.

This Clary Model 1941 is equipped with an electrically

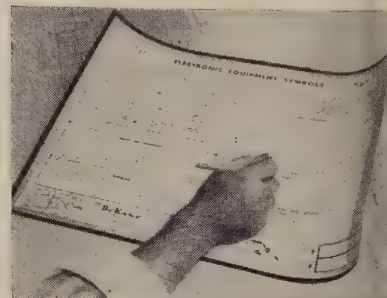


Free chart pictures electronic symbols

Electronic communication symbols are illustrated and defined on a chart prepared by Du Kane Corp.

This handy single reference source includes symbols for electronic devices and assemblies, circuit elements, wiring and communication system elements.

In designing the chart, Du



New chart shows symbols used in specifying communications systems

Kane engineers used symbols approved by the American Standards Association and other authorities.

The electronic symbols are adaptable to simplified, single

line block diagrams or complete schematics.

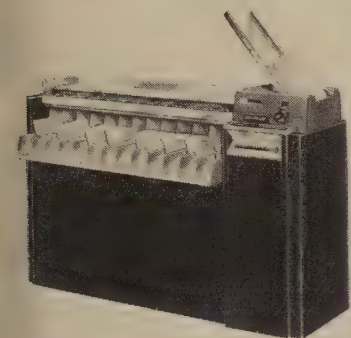
For a free chart, circle number 265 on the Reader Service Card.

Card sorter processes 2,000 cards per minute

A transistorized punched card sorter capable of twice the speed of previous models has been developed by International Business Machines Corp.

This IBM 84 unit can sort cards into alphabetical or numerical sequence at the rate of 2,000 per minute.

The new device incorporates transistorized circuits, vacuum-assist card feeding, photo sens-



new rapid punched card sorter doubles top speed of other models.

ing, radial stacking and continuous loading.

The feed unit has a built-in vacuum-assist that helps feed cards into the machine at speeds in excess of 33 a second. No copper card weights are necessary.

The file feed holds 3,600 cards, making it possible to load cards continuously while the sorter is in operation. A dynamic brake quickly stops the machine whenever required.

Cards are read directly by photo sensing without direct contact with the punched holes.

Sorted cards are stacked on and in the pockets and can be removed without interrupting the sorting routine. With these "non-stop" radial stackers, capacity of each sorter pocket has been increased to 1,650 cards.

For further details on this new IBM sorter, circle number 266 on the Reader Service Card.

SHIP and BILL

with a single form

Whether you ship by rail, parcel post, express, air, this one Baltimore Business Form does the complete shipping and billing job . . . all with a single typing.

And NOW you can include the Address Label too, with the miracle of new Nashua DAVAC® adhesive labels—that never stick in the typewriter—but never "let go" when on the package. With DAVAC adhesive label included in your Shipping and Billing form you eliminate any additional typing.

You can realize immediate cash savings through reduced typing time, elimination of errors and a streamlined billing and shipping operation.

For FREE samples and advice on practical business forms, call your Baltimore Business Forms representative (listed in the Yellow Pages) or write direct to: BALTIMORE BUSINESS FORMS CO.

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THE BALTIMORE BUSINESS FORMS COMPANY

3142 Frederick Avenue, Baltimore 29, Md.

(Circle number 103 for more information)

21 ways to save taxes on your investments

Use any of these 21 ideas before the year end and you will save on your investment taxes. The suggestions are extracted from an address before the Southern Conference of the Controllers Institute of America by James Noone Connolly, Vice President of Williams, Inc., New Orleans.

1. Keep investment records up-to-date by classifying securities into short-term and long-term tax categories.

2. Study carefully the tax advantages or tax disadvantages before completing any transaction, and be alert to tax savings.

3. Check your last tax return so as to apply any carry-over losses against this year's profits.

4. Where there are long-term gains and no short-term gains, defer losses to a different year from the gains. For example, a taxpayer in 1958 has long-term profits of \$2,000 and open losses of \$2,000, if he elects to sell. He will save taxes by taking the \$2,000 gains in 1958 and the losses in 1959 (up to \$1,000) and in 1960 (up to \$1,000). He is taxed on \$1,000 capital gain in 1958 and secures a \$2,000 loss in 1959 and 1960. If he sold all the securities in 1958, the net tax result would be zero.

5. No loss will be allowed on a sale of securities if, within 30 days before or after the sale, the same security is bought. If an investor wishes to maintain his relative mar-

ket position he may purchase other securities in the same industry or possessing like characteristics. If, however, he wishes to retain his investment in a specific security and yet deduct a loss to conform with the 30-day lapse requirement, he may buy the same security, hold the double amount of shares for 31 days and establish a loss on his original holding. The 30-day rule on losses does not apply to a taxpayer 1) who is in business as a dealer in stocks and bonds; or 2) who is sufficiently active in security transactions so that it can be termed a business, even though he may conduct another business.

6. Unless securities when sold are identified, the first sale of a block of securities applies against the first purchase. This is the so-called "first-in, first-out" rule. Identify the securities to be sold by certificate number or date of purchase, or instruct the broker to sell from the, say, 1957 or 1958 block.

7. The cost of a defaulted bond selling "flat" includes the interest accrued to the time of purchase. The accrued interest up to time of purchase, when paid, is a return of capital and reduces the cost price.

8. Securities on which long-term gains are shown and on which large dividends have been declared, but not yet paid, should be sold before the ex-dividend date to register capital gains. In effect, the dividends are received through the higher sales prices and taxable at the maximum 25% rate, whereas the dividends are actually received they are taxable at regular tax rate. This advice does not apply to corporate holdings of stocks.

9. Premiums and commissions paid to the broker, and amounts paid to the lender for interest and dividends in connection with a short sale, are deductible non-business expenses.

10. An investor may donate securities on which he has a substantial unrealized profit to a legal recognized charitable organization at the fair market value without paying a capital gain tax on the profit. He may retain his investment position by immediately repurchasing the identical securities through "stepping-up" his cost basis.

11. Commissions to brokers and federal stamp taxes are an addition to or deduction from the purchase

and sales price and reduce the gain or loss on the sale. State transfer taxes, however, are an expense.

2. Interest on brokers' debit balances is deductible by a cash basis taxpayer only if paid to the broker unless the broker receives dividends or proceeds from sales of securities to apply as an offset, against the interest charged. Technically then, a cash basis taxpayer with a debit balance and no dividends or proceeds coming into the account may not deduct the interest debited to his account.

3. Investors may deduct these items from income: dividends and premiums on short sales; costs of advisory services and investment counsel; safe deposit box rental; custodian fees for securities; office expenses; costs of professional services for preparing and defending a tax return, and of accounting and auditing services; and investment literature costs.

4. Worthless securities are treated as capital losses to the full amount of capital invested, and must be claimed in the year they become worthless. Taxpayers have a seven-year period to file claims for refund or credit resulting from worthless securities. Worthless non-registered debt securities without coupons are treated as bad debts.

5. Securities of doubtful value could be sold if possible on a free market or by auction or by advertising. The Internal Revenue Service frequently questions the bona fides of securities sold to relatives and friends to establish losses.

6. Securities acquired from a decedent have a cost basis valued as of date of demise or of value one year from date of death, if the executor so elects. In either instance, the holding period starts on the day following the death.

17. Securities acquired by gift after December 31, 1920 have the cost basis of the donor, and the holding period commences with the donor's date of acquisition for the computation of gain. In determining a capital loss, the basis is the lower as between the cost to the donor and the market value at date of gift. If the market value at date of gift is lower than donor's cost, the holding period commences at date of gift.

18. Capital gains dividends received by an investor on stocks of regulated investment companies are long-term capital regardless of his holding period, and such capital gain distributions do not reduce the purchase cost of his shares.

19. An investor having short-term gains should check his portfolio to determine whether he can make any sales to effect short-term losses to offset the short-term gains. For example, an investor has short-term gains of \$2,000, long-term gains of \$2,000. If he takes a short-term loss of \$2,000 it is applied against the short-term gain and his taxable long-term gain is \$1,000 compared with a \$2,000 gain taxable at regular rates if he offsets the long-term gain by a long-term loss of \$2,000.

20. Consider the possibility of filing separate returns. The capital gains of one spouse may be offset by the capital loss of the other spouse, but if a joint return is filed the maximum net loss deduction is \$1,000, whereas if separate returns are filed, each spouse may claim a \$1,000 loss deduction on his and her return.

21. Where the taxpayer has a large loss and wants to insure the deduction, sell other securities at a profit to offset, and repurchase them the same day to secure his market position and to get a "stepped up" cost basis. ■

100

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Traditional office

WHERE HE WORKS



THE MAN

Stanley C. Allyn
Chairman of the Board

THE COMPANY

The National Cash Register Co.

THE DESIGNERS

Keith Wilson, A.I.D.
James Rabold, A.I.D.

The office of Stanley C. Allyn reflects the NCR board chairman's preference for traditional furnishings.

Located on the ninth floor of the main office building at National Cash Register's headquarters, the office is part of a newly redesigned executive suite which also includes the president's office, a board of directors room and offices for executive staff members.

Mr. Allyn's desk is an original 18th Century "partners' desk" with drawers on both sides. Two 18th

Century clocks, one of grandfather style and the other a table clock indicate Mr. Allyn's interest in antique timepieces. The green leather "beefeater" chairs are also in the 18th Century period. Chandeliers and wall lights are modern versions of 18th Century originals. A lighted world globe typifies the company's world-wide operations in over 100 countries.

A comfortable, informal air is achieved through the inviting fireplace grouping at one end of the richly walnut-panelled office. ■

for a modern executive



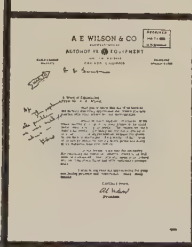
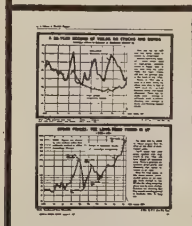
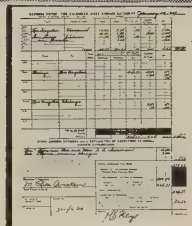
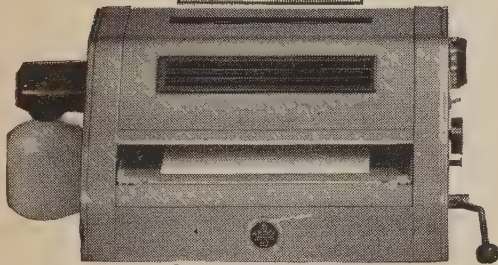
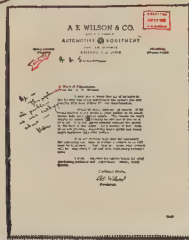
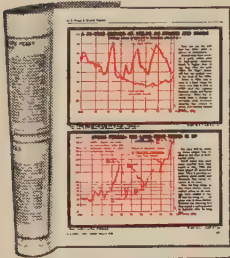
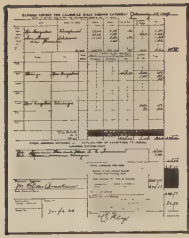
Here Chairman Allyn and his associates gather for informal discussions before Georgian-style fireplace, pictured above. Comfortable chairs are covered in Georgian tapestry pattern.

Authentic "partners' desk," left, is flanked by presentation chart stand — a tradition started by Founder John H. Patterson when visual presentations were young.



Corridor, above, leads to executive suite. Paintings depict company scenes. One at left is home of Orville Wright, now NCR guest house.

Scenic wallpaper in foyer, left, shows scenes of America in 1850. It was printed from the original Zuber wood blocks made more than a century ago.



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JULY 1959



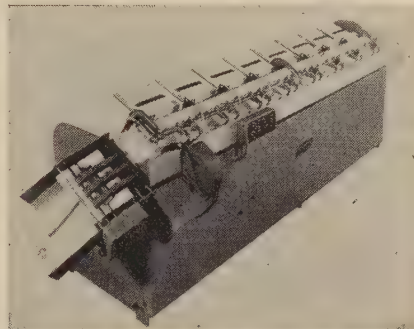
Thought starters

PAPERWORK

New collator gathers
17,000 sheets per hour

The Macey Co. has designed a completely automatic collating machine that can gather up to 17,000 papers an hour. Named the "Macey-matic," the eight-station unit requires only one operator.

The collator handles the most



Eight-station collator requires
attention of only one operator.

common sheet sizes from 5 by 8
inches to 9 by 12 inches—from
onionskin to card stock.

Attachments available to extend
the usefulness of the machine in-
clude a stapler, an offset stacker
and a tape delivery unit.

The machine can be plugged in
any ordinary 110 ac outlet and
occupies less than 27 square feet
of floor space.

For more details on this speedy col-
lator, circle number 263 on the Reader
Service Card.

ENVIRONMENT

Work output increased
by air conditioning

Productivity of personnel showed
a 9% gain after installations of air
conditioning in the offices of the

U.S. General Services Administra-
tion, Washington.

The test, conducted by Carrier
Corp., extended over a five-month
period and involved 140 employees
divided into two groups, each
doing the same type work.

All factors in both groups were
closely comparable for accurate
evaluation of productivity. Both
groups had identical facilities,
lighting and wall color. The only
difference in the two areas was that
one was air conditioned.

Besides the 9% increase in out-
put, the group in air conditioned
quarters made 0.9% less errors and
had a 2.5% lower rate of absentee-
ism.

The GSA said only a 1.5% gain in
output was needed to pay for in-
stallation and operation of the air
conditioning system.

NEW PRODUCTS

Projector housed
in attaché case

A new, completed self-contained
35mm projection outfit is easily car-



When closed, 35mm projector kit
looks like regular executive case.

ried in its attractive attaché case. The compact slide projector kit, made by Presentation Designers, weighs only eight pounds and measures 17 by 12 by 3½ inches.

The carrying case, complete with projector, screen, Airequipt auto-changer with two or three magazines, spare projection bulb and 10 foot extension cord, is priced at \$99.50.

A wide angle lens—f2.5 75mm—projects well in a lighted room. The projector fills the 10 by 14 inch table top screen from a distance of

only 36 inches. When necessary, it can project up to an 8½ foot picture.

For more details on this slide projector, circle number 257 on the Reader Service Card.

New meter introduced for noise reduction surveys

A palm-sized noise survey meter to monitor and measure noise hazards has been developed by Mine Safety Appliances Co.

It is designed for rapid, multi-location measurement of sound

levels to establish noise-contour maps of plants. It will pinpoint areas needing correction or detailed study.

In making measurements, the meter is pointed toward the noise source and adjusted to an on-scale reading by a single thumb-wheel attenuator.

Sound pressure levels can be read quickly in the range of 75 to 150 decibels. This range covers roughly the noise levels of a busy street corner up to pain-producing pressures in the test cell of an aircraft engine plant.

The meter, weighing only 12 ounces, comes in a leather carrying case.

For more details on this noise survey meter, circle number 256 on the Reader Service Card.

Burglar alarm system links premises with police

With a burglar alarm system just developed police can listen in while premises are being looted. What's more, the police, by remote control, can turn on the lights at the scene of the crime—thus increasing the chance of apprehending the robber and lessening the risk to the arresting officer.

Made by Teletronic Security Systems, Inc., a subsidiary of Tel-autograph Corp., the new leased alarm system gives silent, round-the-clock protection.

A central console is installed at the local police headquarters and a subscriber's control unit is installed at each location to be protected. Units are connected by telephone wires.

Should an intruder cut a wire on entering, lights come on instantly. The Teletronic system also gives warning of fire or of sprinkler leakage.

For more information on this leased alarm system, circle number 255 on the Reader Service Card.

Sanitary disposable clothing eliminates laundry costs

Attractively styled, low cost disposable clothing for workers in plants, laboratories and cafeterias is now available from General Scientific Equipment Co.

The line includes shirts, pants,

"YES SIR!

we all need new chairs...

Cramer V-LINE

1500 SERIES



MODEL 1500



MODEL 1521

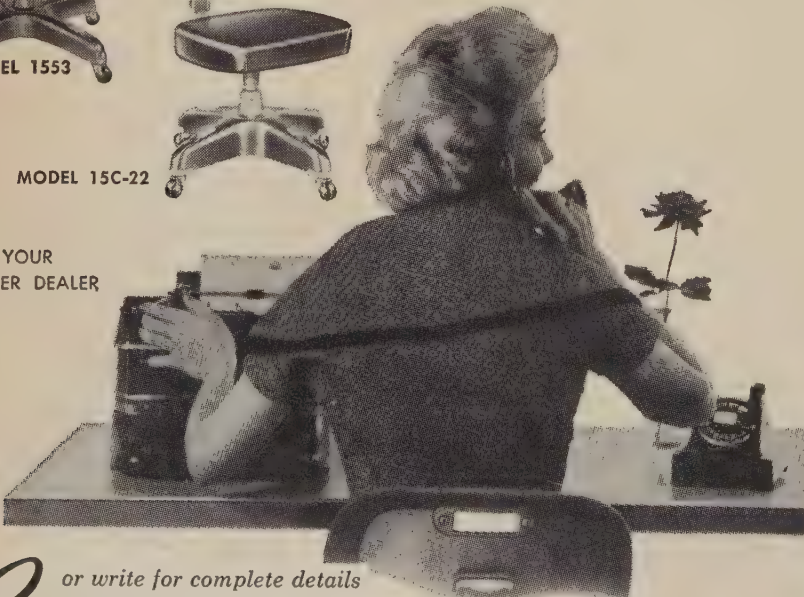


MODEL 1553



MODEL 15C-22

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(Circle number 109 for more information)

lab coats, hats, aprons, gowns and boots. Since they can be worn over street clothes, they are also useful for plant visitors.

The disposable garments are soft, light weight and comfortable—very similar to woven cloth. They are fire-resistant, water repellent, lint free and can be sterilized. Maximum wear-resistance makes the clothing practical for heavy duty jobs.

For complete details on these new disposable garments, circle number 254 on the Reader Service Card.

RESEARCH

Depth research service now offered at low cost

Long range planning research is now available through a periodic report plan available from Stanford Research Institute.

Through its facilities, vast amounts of technological and economic data are compiled, sifted and analyzed. Then periodic reports are issued to guide top executives in formulating long range plans for profits.

The series covers changes taking place in technology, manufacturing and marketing, as well as dynamic economic, social and governmental policy trends. Each report, ranging from eight to 16 printed and illustrated pages, summarizes one important development, trend, or change.

Reports are released to clients at the rate of 50 to 100 a year, depending on the degree of significance of developments.

The fee for this depth research service is \$7,500 for a three-year period.

For more details on SRI long range planning service, circle number 253 on the Reader Service Card.

LEASING

Instrumental rental service introduced by General Electric

GE has established a pool of 13,000 instruments for loan to industry and individuals on a nationwide rental program.

A network of 55 service centers will make available instruments for 70 different kinds of measuring—

everything from ammeters to opinion meters for registering audience reaction.

Designed largely for short term rentals, the new program is expected to be a particular boom to any company with occasional or concentrated need to supplement its own reserve of measuring instruments.

When a firm has only infrequent or peak need for special measurement equipment, purchase of such instruments can be extremely costly. Under the rental plan, GE

points out, charge for a deluxe oscilloscope would be less than \$75 a month, including maintenance. This compares with a cash outlay of possibly \$1,500.

Rental of voltmeters and other instruments, for instance, which a utility might need for a two-week survey of electrical apparatus, the company states, could mean a saving of about \$20,000 compared to outright purchase.

For more details on this instrument rental service, circle number 252 on the Reader Service Card.

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1500 SERIES

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MODEL 1523

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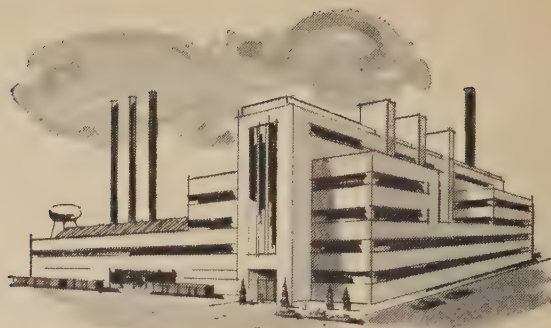
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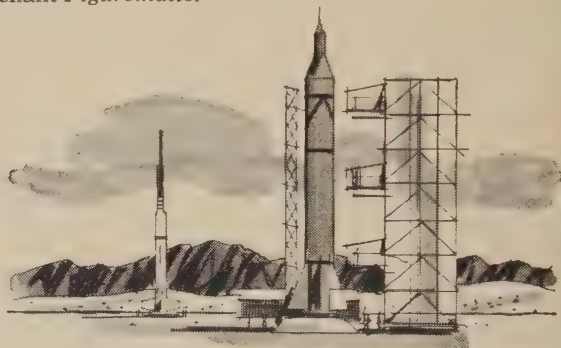
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IN SCIENCE AND ENGINEERING, the Marchant *Deci • Magic* is enabling key personnel to concentrate less on figuring and more on creative productivity.

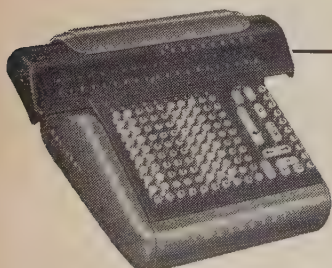
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D-7

NAME _____

PLEASE ATTACH COUPON TO YOUR BUSINESS LETTERHEAD

How to speak so people will listen

The sound of your voice can either attract or distract a listener. Here's how to find out what's wrong with your voice and how to improve it.

One of your chief jobs is to get people to listen to you and accept what you say.

If they don't listen, it's your own fault.

The fault may lie, not with your ideas or the quality of your words, but with your voice itself. If your voice is unpleasant, it will irritate and distract your listeners.

People tend to judge you by your voice, particularly on the telephone. A firm, smooth voice suggests confidence and poise; a loud harsh voice—arrogance; a weak, jerky voice—indecision and lack of confidence.

Think of some executive you know who impresses you as a strong personality. Chances are he uses his voice to convey this impression.

Most people are not born with good speaking voices. Those with the poorest voices seem least aware of their vocal shortcomings.

There is a simple way to hear yourself as others hear you. Just turn on a tape recorder sometime when you are conversing with someone. What you hear when you play it back may alarm you. Listen specifically for these defects:

- Do you mumble, slur your words, drop your voice at the end of a sentence or speak in a monotone?

- Is your voice too high, hoarse, breathy or nasal?

- Do you stumble over words?

- Are there a lot of "uh's" and "ah's" in your speech?

A close associate of yours or your

wife may be able—and anxious—to point out voice faults that you don't notice yourself. In addition, someone close to you can probably pinpoint any phrases that you use annoyingly often.

"I can't change the voice I was born with," you may say. The fact is you can change it, easily.

Simply put these three principles of good voice into action:

1. Control your breath.
2. Relax your throat.
3. Keep your tongue and mouth flexible.

Control your breath

■ Your voice is supported by air. If you are a shallow breather and your air comes only from the upper chest, your voice may be thin, uncertain and difficult to hear. You're also more susceptible to vocal fatigue than others because you are pushing your voice out with your throat muscles instead of the abdominal muscles.

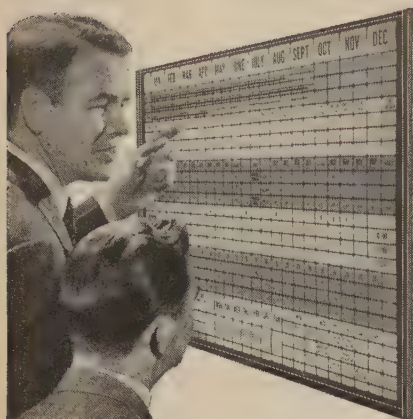
These exercises will help your breath control:

Sit erect. Push out your abdomen as if you were trying to burst your belt. Pull down on your diaphragm (the muscular area between your abdomen and chest). Inhale slowly and deeply, pushing out your lower ribs as far as possible. Now exhale slowly and steadily through your mouth. Repeat until you are sure you are familiar with the sensation of diaphragmatic breathing. It is a key factor in improving your voice.

As you exhale, count as far as



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you can at a slow, steady rate. Stop just before your breath is gone. Do this a few times twice each day for a week. You will probably find you can count a little higher each day.

The object is to control your breathing so that the words come out smoothly and evenly without strain.

Relax your throat

■ The muscles in your larynx or "voice box" are controlled by the nervous system. This is why emotional disturbances are reflected in your voice.

If you have ever noticed, the pitch of your voice usually rises when you are angry or excited. That's because fear, anger, nervous tension and other emotional variations very often cause your throat muscles to tense and contract.

If your speaking muscles are tense for long periods of time, you will experience hoarseness and vocal fatigue. And you might be doing some actual damage to your vocal cords.

With relaxed vocal cords, you can talk longer and more clearly.

It is easy enough to keep your throat relaxed, but first you must know what it feels like.

Sit erect and let your head drop forward. Let your jaw drop open. Shake your head from side to side until your jaws flop. This is how your muscles feel when completely relaxed.

Straighten up and yawn gently several times. Feel the relaxation in your jaw and throat? This is the way they should feel when you are speaking. Now open your mouth as if to yawn and while you exhale say —

Be sure to project the tone outside your mouth.

gog — skol — mog.

Standing in front of a mirror, open your mouth and place the tip of your tongue lightly against your lower teeth. Without moving your tongue, say "ah." If your throat is open properly, you should be able to see clear to the back. If not, your muscles are too tense.

Keep your mouth flexible

■ The largest area of speech diffi-

culty lies in the mouth. Lazy speaking habits result in mumbling, slurring, and unintelligibility. Most likely you don't move your lips enough.

Try these tongue twisters:

Robert bought rubber baby buggy bumpers.

She stood on the balcony, inexplicably mimicking him hiccupping and amicably welcoming him in.

If you can say both lines fairly rapidly without a slip, your speech habits are all right. If not, you need improvement. You'll help your enunciation if you concentrate on consonants.

Do you say: "Whatcha doin'?" "manerfacture," "Lemme see," "Call 'er up"?

If you want people to remember your name, be sure to sound the consonants when you introduce yourself. If your name is Sheppard, don't say Sheppar; if it is Kent, don't say Ken.

Hints for clarity

■ How fast you speak affects the intelligibility of what you say. Speaking too rapidly can result in slurring, and a slow steady rate is monotonous.

Vary your speed as you go along. A pause after important ideas will help to emphasize them.

If you pitch your voice abnormally high or low, it may distract your listeners. To find your optimum pitch, try singing from the lowest note you can produce to your highest. Your normal pitch is about one quarter of the way up from the bottom.

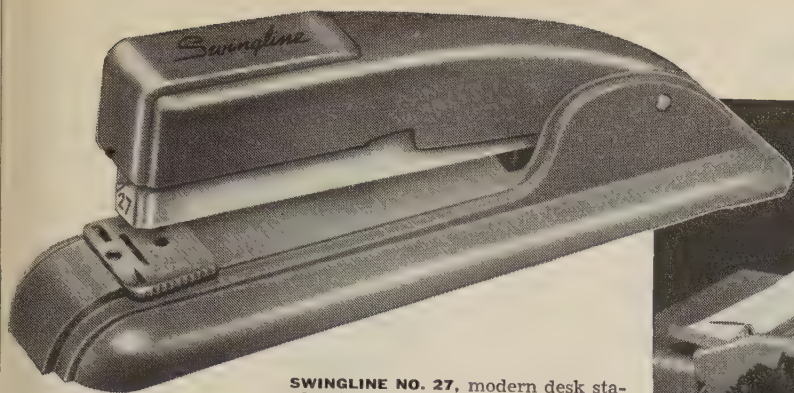
Changing your pitch slightly to match the meaning of your words lends variety to your speech. Tone deaf people often speak in monotones and are unaware that their voices are dull and flat.

Preserve your voice

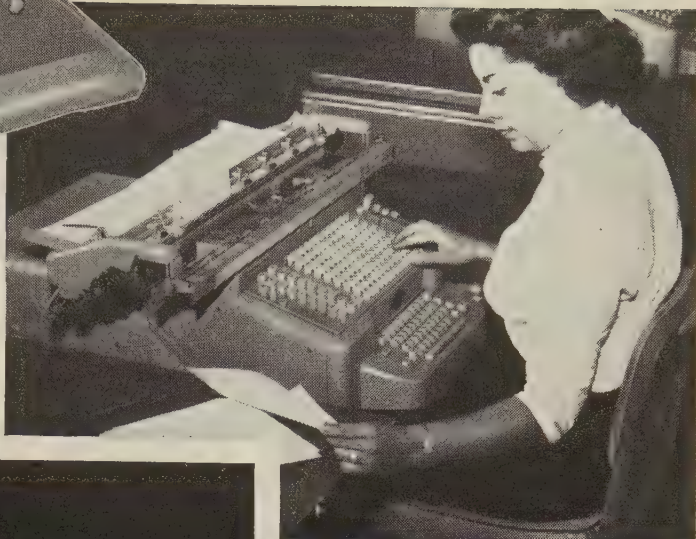
■ Your voice is your best salesman. It pays to take care of it.

Don't try to shout above a noise. Continual shouting can damage the vocal cords and cause hoarseness.

If you experience persistent hoarseness, consult a throat specialist. Do not try any voice exercises without his advice. Hoarseness is one of the earliest and most com-



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THE FLEXIBILITY OF THE NATIONAL SYSTEM enabled this firm to mechanize all its record-keeping procedures.



MRS. BELLE LINSKY, SECRETARY-TREASURER of Swingline, Inc., Long Island City, New York.

"Our *National* System

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"By mechanizing all our record-keeping work, our National System improved the efficiency of our accounting department considerably," writes Mrs. Belle Linsky, Secretary-Treasurer of Swingline, Inc. "Three years of outstanding service have convinced us that the National System is the most efficient accounting system available.

"We are now able to handle our accounting faster, and with much more accuracy. Our National Accounting Machines' great flexibility permits them to process data on cash receipts, sales, sales analysis, disbursements and payroll records. Our employees prefer

Nationals because of their fast, easy operation. In fact, our employees learned to operate them in only two hours. And our National System enables us to keep all records up-to-date.

"We are very pleased with the National System. Records show that it saves us \$12,000 a year... pays for itself every 15 months."

Belle Linsky

Secretary-Treasurer,
Swingline, Inc.

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mon symptoms in a number of diseases.

Don't try to talk when you have laryngitis. Whisper if you must, but don't talk. One midwestern businessman found a pleasant cure: he goes fishing.

Vocal improvement

■ Forty-nine top executives recently volunteered for a study of voice disorders at the Cleveland Clinic. All of them complained of hoarseness. The majority also mentioned vocal fatigue, sore neck muscles and tension in the neck and jaw. Some complained of frequent attacks of laryngitis.

After a complete physical examination and an interview with a voice therapist, the men agreed to treatment which combined medical measures with voice therapy. They received instruction in proper breathing, relaxation and enunciation. Every one of the patients showed an improved voice at the end of the program.

The experience of a 42-year-old executive of a large corporation was typical of the group.

"Every time I talked for more than 10 or 15 minutes," he said, "it felt like my throat was being torn out. Talking was actually painful for me."

He also experienced vocal fatigue, and said he could hardly talk at the end of a day. He was desperately concerned about the possible failure of his voice at important sales meetings.

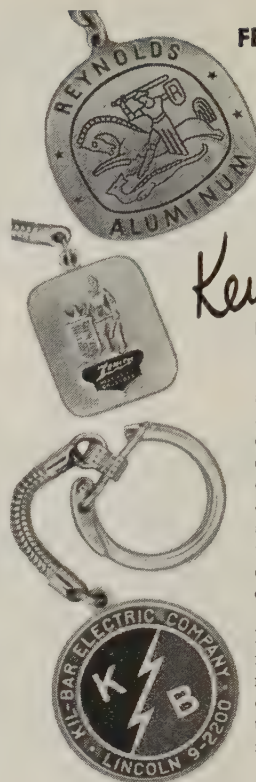
The voice therapist noted that the executive barely moved his jaws while talking. He held his lips tensely in a straight line. A throat examination revealed a chronically irritated larynx and excessive mucus.

He practiced breath control, throat relaxation and proper enunciation. Just two weeks later, his voice clarity and strength was improved greatly.

"I recently attended two long conventions," the executive says. "I gave talks at each of them with no trouble at all. I had no hoarseness or dryness. And from the questions that came after my talk, I knew they had really listened to what I said." ■

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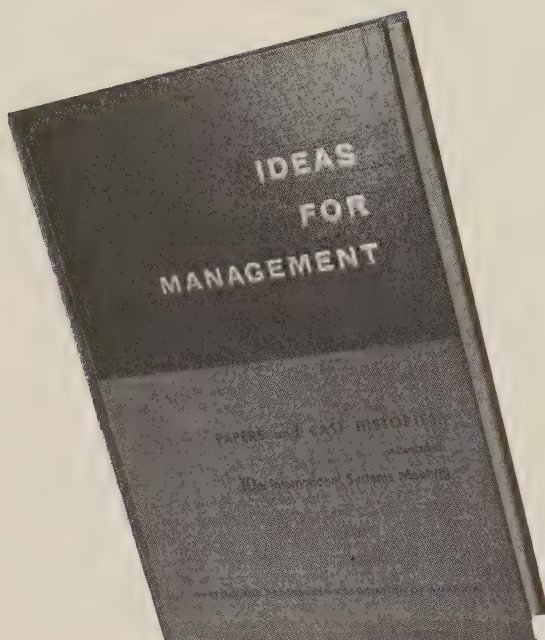


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ing that because they have taken care of their own bailiwick they need to have no concern with what happens at the county level, the state level or the national level. But many of the problems which concern business generally stem from state or national action. People with understanding and

sound political philosophy can be nominated and elected to county, state and national offices only if enlightened people at the grass-roots take sound political action to see that such people are nominated and elected. That is the reason why businessmen should make their place in politics.



ARNOLD H. MAREMONT

Chairman, Allied Paper Corp.
and President, Maremont Automotive Products, Inc.
Chicago

idea: "Forming a political club is easier than papering your attic."

■ The present campaign to inject business as such into politics is ill-conceived, dangerous, a violation of our democratic system, and perhaps illegal.

POLITICAL EUNUCHS. A corporation is not a political entity; it is a legal entity. It was never intended to be a political entity.

A corporation cannot legally do indirectly what it is forbidden to do directly. How then, being for-

bidden to contribute money to political campaigns, can a corporation legally permit its employees, on company time and paid by company funds, to act as poll watchers, vote getters, precinct captains and such?

If a business organization enters the political arena, who chooses the party which will be favored with its support? The directors, the shareholders, the chairman of the board? Where does the corporation find authority to use shareholders' money for political purposes? Seeing the officers use company funds and time for political action, will not employees sharpen their own demands and opposition?

What will be the effect upon customers who are of many political persuasions, and interests—who are property owners and renters, union members and white collar workers, protagonists or antagonists of a myriad of contesting causes and ideas?

George Romney of American

Motors recently said: "We have corporate executives and white collar employees who have become political eunuchs and who have substituted corporated citizenship and the hope of economic advancement for their priceless heritage of independent political action."

HUMAN VS. LEGAL BEINGS. Our democratic system puts the emphasis on the *human* rather than the legal being. We vote as humans—not as employer, employee, father, homeowner, renter, taxpayer or what have you. Classify us as you will, code us, punch us into cards, write us into impulses in Univac—we will emerge as humans.

We must participate in politics as individual citizens.

An Illinois businessman with some experience in politics recently said: "I wonder how many of those who are teaching corporations the facts of political life are now urging their student executives to get up off their hindside of a nice fall evening and journey down to the candidates' meetings right in their back yards. Politics begins with one's own candidates, at home."

PARTY POLITICS. We must recognize that the political party is the only valid means of giving organization, direction, drive and expression to the public power. We must cease thinking of politics as a dirty word.

Traditionally, politics like big league baseball was played by experts. You were permitted to participate by rooting for your side, but not by helping to select the players. All of this has been changed. The primary system does enable you to help pick the players. To be effective, you have *got* to join a party, the party that most nearly represents your views and

"... and yet businessmen complain that their choice of political candidates is between Tweedledee and Tweedledum."

REPUBLICAN CHAIRMAN MORTON



"The businessman who enters politics only to secure special advantage creates suspicion of the business community."

DEMOCRATIC CHAIRMAN BUTLER

supports your kind of candidates. I know of no one who can influence a political party by remaining aloof from it.

You ought individually to be politically active. You ought to join and work in a political party as a "whole person"—not as the mouth-piece of your corporation. If the corporate view, as such, needs expression, there is advertising space to be purchased for that purpose.

POLITICAL CLUBS. There is a way for you to become active even if you are not welcomed in the regular party organization.

You can join political clubs of either party, many of which have provided new blood, new energy and new ideas outside of the regular organizations. Here you will find that the controls are in the membership, not in some remote hotel room or rooms.

Or you can form your own political club. A little study will convince you that forming a club is easier than laying your own linoleum or papering your attic.

Once you and your friends have formed a political club, you face the problem of arranging co-existence with the regulars. You may be rebuffed, regarded as intruders, threats, usurpers, but stranger things than acceptance can happen

when they really need you and that time will surely come.

Enlightened and strong professionals will not reject you or your group for long; they will make peace quickly because they recognize that your bit of help adds to the insurance of victory, and that a selective exclusiveness in party affairs makes for straight out contests for party control. Indeed, the Democratic Party in May 1957 adopted a formal rule recognizing neighborhood political clubs and directing the National Committee to "encourage and assist groups of party members in the organization of Democratic Clubs."

TIME AND MONEY. You must be prepared to spend time, energy and money on political work. This means the menial jobs as well as the more attractive job of brain-trusting the strategy. A great truth in politics is that "virtue always triumphs in a political campaign if it has a good campaign fund and a hard-working organization." Given the issues and hard work, with at least enough money for mimeographing and postage, your small club can accomplish wonders.

We can influence our destiny only through the wisest political action—not as corporations, not as business, but as individual citizens.



JAMES C. WORTHY

Vice President in Charge of Public Relations
Sears, Roebuck and Co.
Chicago

idea: You strengthen your position when you are *for* things, not always *against*.

To the typical businessman, politics, if not exactly a dirty word, often carries an unsavory connotation with overtones suggesting graft and corruption or at least their ever-present possibility. Politics, moreover, are "messy." The busi-

nessman is accustomed to efficiency, clear lines of authority, orderly division of labor, precise definitions of relationships between functions. These he does not find in the political arena.

But failure of businessmen as a



group to play an active political role places business in a vulnerable position. Failure to participate actively tends to make businessmen naive about political processes. Democracy requires a high degree of political skill in all groups.

ASSOCIATIONS. Because of his reluctance to become personally engaged in political affairs, and his sense of unsureness when he does, the businessman tends to look to trade associations not only for guidance on political questions but to carry the brunt of political action on behalf of business. Whatever advantages this approach may have, it has several serious weaknesses. Trade association policy positions are more frequently negative than positive, opposing rather than proposing, simply because it is easier to obtain consensus in the face of threats than in the face of opportunities. For this reason much of the political activity on behalf of business is defensive, the fighting of rear-guard actions.

Business would be in a much stronger position if it were more often *for* things rather than everlastingly *against*.

The typical businessman almost never seeks elective office, and while he may occasionally accept an appointive position he does so



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reluctantly and with keen feelings of self-sacrifice. Power may not always go to those who seek it, but it seldom goes to those who try to avoid it. If business is to strengthen its political position, more individual businessmen will have to become personally involved in political life.

Businessmen need not feel diffident in seeking to play an active political role, any more than they would expect the leaders of organized labor or organized agriculture to feel diffident. Businessmen have points of view and legitimate interests which need to be as effectively prosecuted as those of any other group. No group, moreover, has a monopoly on concern for the general good, and the general good certainly is not served when business fails to assume its full share of the burdens of political responsibility.

DANGERS. But potential dangers arise when businessmen decide to play a more active role in politics.

In the past there has been strong public reaction against corporate political activity. Re-entry into politics by the businessman will reawaken this distrust. Inevitably, the businessman will make mistakes as he moves into an unfamiliar field. These mistakes are bound to be magnified in the public eye, and in the eyes of professional politicians.

Another area of potential danger is the issue of partisanship.

The typical executive tries to follow a path of nonpartisanship. But "nonpartisan politics" is a contradiction in terms. Politics by their nature are partisan and can only be prosecuted effectively through political organizations.

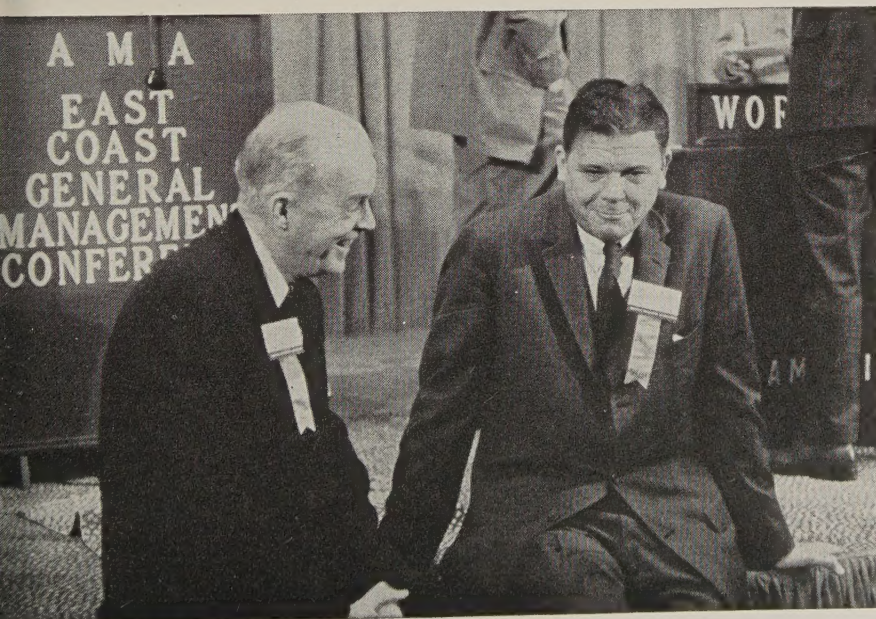
We have in this country a strong tradition of political independence. Important as the independent is, however, he plays a passive rather than an active role. If businessmen are to exert a positive influence on political affairs, the role of the independent is not for them. If they are serious in their political aspirations they will have to commit themselves to party politics.

But how can businessmen engage in partisan politics without arousing public distrust? The answer lies essentially in keeping the political concerns of the individual businessman separate and distinct from his business. This is not difficult but requires certain policies and rules of conduct.

No one questions the right of the businessman to be active in the church of his choice so long as he does not mix his business and sectarian interests. So too with politics. There is no reason he should not encourage his subordinates to take an active part in politics, so long as he does not try to influence their choice of party.

The problem of the businessman in politics turns out to be not such a serious dilemma after all. He can in all good conscience, and without

compromising either his business or the cause he is seeking to serve, take an active part in the affairs of his own party and urge his associates to do likewise, each in the party of his own choice. This need not and should not be merely a prudent facade. It can be intensely partisan provided it is genuinely bipartisan. Such an approach is fully consonant with the essentials of the American party system. ■

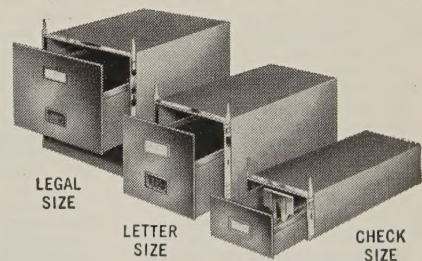


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